Sales Magazine of Marketing

WHAT'S HAPPINED HAPPINED

PAGE :

SALESMANSHIP?



PEOPLE GET THE MESSAGE STRAIGHT

... when companies ask The Jam Handy Organization to help make their group communications more effective. Staffed to assist on any aspect of any assignment, large or small, we're experienced in all techniques of visual group communication.

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clarity and impact is our specialty. For skilled help in internal or external communication, ask the help of

THE JAM HANDY ORGANIZATION

NEW YORK DETROIT CHICAGO HOLLYWOOD



Our Garcia salesmen call on their best prospects first. So does our advertising...in Sports Afield."

Sports Afield is our basic advertising medium. For many years we have spent more money advertising in this fine magazine than in any other. We find that Sports Afield reaches and convinces the prime million active, spending men who are the best prospects for Garcia fishing equipment — and it does so at very low cost. Sports Afield "calls" on our best prospects first . . . that's why Sports Afield is first with Garcia!

Invitation to Sales Managers:

Wouldn't you like to reach this no-waste market of over 1,000,000 active men at the lowest cost? If you sell to men—autos, insurance, liquor, tobacco, you-name-it—let us show you how Sports Afield can help convert these prime prospects into your customers.

Reve

SPORTS AFIELD • A HEARST KEY MAGAZINE • 959 EIGHTH AVENUE • NEW YORK 19. N. Y



The pro's pro takes special pride in a job well done in businesspapers—because this is where advertising faces its toughest test. In businesspapers, you're talking to people who know the score. They rate you, your company and your products on how well you speak their language. From hard-won experience, you know that you put your top talent against advertising... in businesspapers.

Advertising in businesspapers means business

... because, in businesspapers, you can do a dominant selling job, strong enough to create real customer excitement, for comparatively little money. A good businesspaper program is within reach of just about every advertiser.





Now — over 3,160,000 businessmen invest more than \$17 million a year for the purpose of reading ABP papers.

ASSOCIATED BUSINESS PUBLICATIONS - 205 E. 42nd St., N.Y. 17, N.Y. 201 N. Welfs St., Chicage 6, Ill. - 333 Wyatt Building, Washington 5, D. C.

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THE MAGAZINE OF

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COMING APRIL 21

What Value Analysis Means To You

HIGHLIGHTS

After 20 years of "easy pickin's" for salesmen there's not much left in the way of real salesmanship. But today's personality boys have reached the end of the line. With more than enough products to go around, and mounting competition, they're facing a buyer's market, and a distinct challenge for survival.

Page 37

The earmark of more and more marketing triumphs these days is that they are founded on intuition, rather than on the guarantee of market research. General Foods, Brunswick Corp., American Motors and IBM show prime examples of marketers that scented a change coming up in the market place, and moved fast to cash in. Page 17

Starting with clothes manufacturers and their department store customers, FTC is set to foreclose on discriminatory co-op ad practices. Its upcoming probe, by mail questionnaire, will disclose and put a stop to special deals demanded by big retailers—and in so doing, remove retailers' control over manufacturers' co-op dollars.

Page 75

The old "five-and-dime" has grown up. It's a big-business variety store now, with prices ranging far past the \$100 mark. Along with the change in what it buys has come a revamp in how it buys, putting new demands on the manufacturer's familiarity with the market.

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Photo by Arnold Newman



A man who knows his way around in advertising knows that businesspapers take special talent, special pains—and pay off in special rewards, special astisfaction. For here you're talking to fellow prosmen as impatient with the trite and dull and commonplace as you are yourself. Selling businessmen always calls for your best... in businesspapers,

Advertising in businesspapers means business

the most direct, penetrating and economical way to cultivate specialized markets. Remember, all good selling is specialized and nothing specializes like the business press.





Good business advertising works best in a good businesspaper — a bought-and-paid-for ABP paper.

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Copyright, Sales Management, Inc., 1961



PORTRAIT OF A BUYER WITHDRAWING HIS VALUABLES

He plays it safe. Maybe you should, too! Because sources are worth more than money sometimes. Which explains why Thomas Publishing has such a good thing going—buyers of industrial equipment know Thomas as their best source of product information.

They use the four fat volumes of <u>Thomas Register</u> because they know it's the most <u>complete</u> industrial directory there is. TR weighs nearly as much as the young man in the picture—TR, 48 lbs., buyer, 97 lbs. But he lugs TR around anyhow because he knows that 25,000 other buyers use it too, and this gives him moral support.

Buyers also check the Thomas product information newspaper which comes out every month, <u>Industrial Equipment News</u>. IEN enlists their ardent readership, 81,000 strong, because it tells all about what's new—even uses cutaways and how-it-works drawings to put the facts across.

Bring your industrial promotions full circle—from first announcement to final sale. Advertise in IEN and TR. Both are published by Thomas, product information headquarters for the men who buy.

THOMAS

PUBLISHING COMPANY

Product Information Headquarters

461 EIGHTH AVENUE, NEW YORK 1, N. Y.

Phone: OXford 5-0500

Sales Management April 7, 1961



The Profit Squeeze

...and one good way to deal with it

Seeking a solution to the profit squeeze these days, a cold and calculating eye is directed at cost—all costs, including advertising.

What should be examined is not only costs, but values—short range and long range. Not only what you put into a project, but what you get out of it.

Herein lies the difference between a cost and an investment.

Two competitors may invest a similar amount in advertising. But one—through its agency's application of research, creative media selection, resourceful planning and effective selling ideas—can give his advertising more exposure per dollar, more appeal and more conviction.

Not only will he reach more prospects, he'll sell more. And that means a better return on the advertising investment.

The profit squeeze may have a healthy, long-range effect if it induces an advertiser to examine his advertising and advertising services with a critical eye.

In a profit squeeze, the job is not only to examine costs. It is also to increase the dollars of return.

YOUNG & RUBICAM, Advertising



NOTES FROM THE EDITOR'S SIDE POCKET

Just How Guilty Are the Electric Companies?

When one of the indicted General Electric officials said the other day that the trial and subsequent jail term had ended his usefulness to the company and that, accordingly, he was resigning, I was reminded it was about time to file a minority report on the trial.

There has been much editorial moralizing about the case of the identical bids. I am just as much in love with motherhood, just as strongly against sin, as the next one, but I feel strongly that justice may not have been served in the Philadelphia decision.

Let's face the facts. There are in many industries giant corporations that could destroy most or all of their competitors. Do you think for a moment that General Motors couldn't destroy every other auto manufacturer, with the possible exception of Ford, if it used its superior facilities and huge surplus to undercut the field? Does GM control only half of the production because that's all it could get? Certainly not. General Motors, U. S. Steel, General Electric are examples of companies that hold a price umbrella over their marginal competitors, not because they are humane, but because enlightened selfishness tells them that the Government surely would move in if they became larger in a relative sense and therefore more monopolistic. Isn't it ironic that they should be indicted for noncompetitive pricing when they most surely would be indicted if they used their power to slash prices?

The truth is that for generations the ordinary law of supply and demand has been shoved aside in this country. No matter how great the surplus of labor, under law an employer is compelled to pay the minimum wage. No matter how great the surplus of food, the farmer's "wage" is underwritten. So, as the Value Line Investment Survey points out, there is a large body of law and a long political and economic tradition that not only permits, but even requires, control over price fluctuations. Besides that, facts show that during the period of controlled prices in the electrical industry, prices went up considerably less than in comparable high-ticket metalworking or construction equipment fields. For these and other reasons too numerous to detail in this limited space, I think the electrical companies received sentences and tongue lashings they do not deserve. They did break a law, but the law should be updated.

How to Keep Customers from Buying

The only thing on which the U.S. motor-car manufacturers seem to agree is that 1961 is going to be a bad year for sales, and that they should do everything possible not to remind the prospects that their products might be worth looking at.

All in one recent week three big makers of autos told the world that they were dropping or replacing big-name, high-rated TV network programs. After six years, Dodge will end its co-sponsorship of the Lawrence Welk show on ABC. After a decade of boasting of Dinah Shore as its "No. 1 salesman," Chevrolet next season will replace her with the lower-cost "Bonanza" on NBC. Ford is getting out from under "Wagon Train" and has started to share (and dilute) its sponsorship of Alfred Hitchcock-both on NBC.

The motor-makers are cutting back in print media, too.

The next step might be a joint campaign on the theme: "Surely, you can make your battered old bus last another year!"

Advertising is a business where most of the establishments have clear glass walls. Few if any other industries are so saturated with measuring services. No one can run away and hide.

So it is common knowledge that one of the segments of adver-

Concentrated Verified Coverage Catholic Institutions



Catholic Management Journal reaches and influences over 21,000 pastors and key administrators who make the buying decisions in this market.

... issued in February, April, June, September and November, when your product story means business.

SEND FOR VERIFIED READERSHIP REPORT AND COVERAGE REPORT

> CATHOLIC MANAGEMENT **JOURNAL**

400 North Broadway Milwaukee 1, Wisconsin

THE NEW FACE OF THE UPPER MIDWEST



These are the hands and face of a gifted young conductor. At just thirty-seven, Stanislaw Skrowaczewski has become Music Director of the world-famous Minneapolis Symphony Orchestra. His task is monumental: that of improving the skills of an orchestra which has known the sensitive direction of such maestros as Ormandy, Mitropoulos and Dorati. But from the electric response of Upper Midwest concert-goers, it is obvious that his enthusiasm, understanding and abilities are more than equal to the task. In the words of an orchestra member, "Skrowaczewski is fashioning our music into something more exciting than we've ever played!"

The Minneapolis Symphony Orchestra and Skrowaczewski are just two examples of the cultural growth of the Upper Midwest. And culture is just one facet of the solid character of its people. In terms of building, buying, selling, teaching, learning, growing—or just relaxing—the Upper Midwest is one of the stablest, yet most dynamic areas in America.

Let us help you reach this vital market.

Copyright 1961, Minneapolis Star and Tribune Co.



Minneapolis Star and Tri

MORNING & SUNDAY

655,000 SUNDAY . 525,000 DAILY

JOHN COWLES, President

-SM

THE EDITOR'S SIDE POCKET

(Continued)

tising that has cut down the most in its promotion has been the advertising agency business. There are striking exceptions, of course (see this current issue) but by and large the advertising agencies give evidence to the cynics who say they (agencies) are always willing to spend the client dollars, good times or bad, but take a second look when it's their own dough that is being spent in advertising. Our own bird dogs currently tell us of several who will promote their own services "when business improves." About the only defense I can figure out is the thing that's true in most service organizations: The shoemaker's children are the last to be shod.

The Build-up Supreme

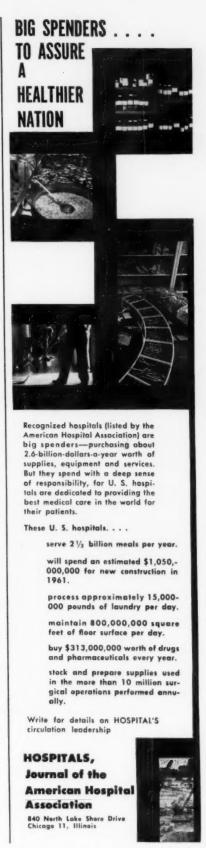
Don't get me wrong. My reason for reproducing this ad from the Miami papers has nothing to do with the fact that the distinguished Rolls salesman is named Salisbury-Jones. I claim no relationship to the titled general and his lady. And I am neither a present nor prospective owner of a Rolls.

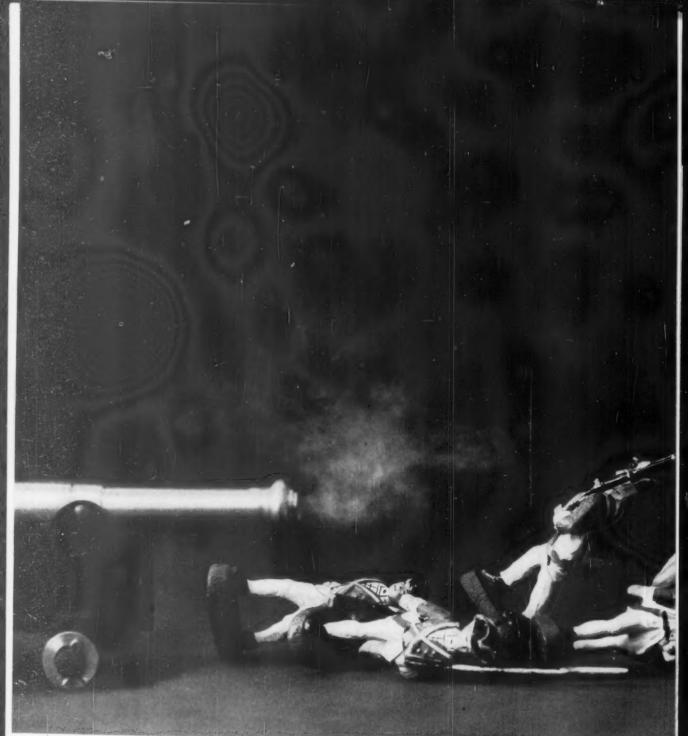
But I thought you might be interested, as I was, by the contrast between this introductory build-up for a British salesman and . . .



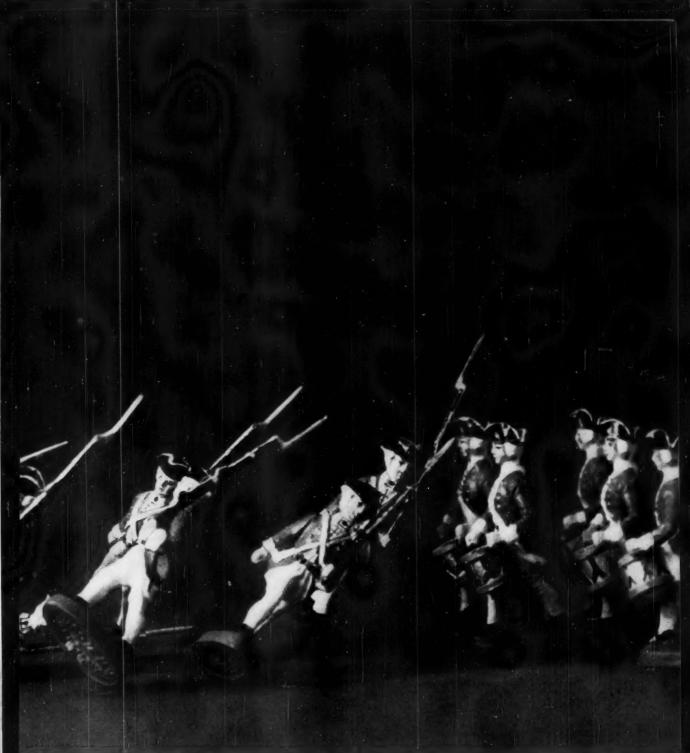
. . . the comparatively drab introductions American sales executives provide (when they provide any) when one of their salesmen is making his first trip over a territory. Rolls succeeds in congratulating the salesman, congratulating themselves for picking and developing such a man, congratulating present and future customers, and even congratulating the city the salesman will visit.

This Salishway





there is nothing harder to stop than a trend



And the audience trend this season is to ABC-TV.

How did the industry fare, audience-wise, this season as against last year? How did the individual nets make out?

Compare the figures in the current National Nielsen TV Feb. II Report* with the similar Nielsen period a year ago—and you have the answer to both questions.

Total U.S. television homes are up 1,700,000—a gain of 4%. But only ABC tops this gain with a healthy 9% boost of its own. The other two nets are *behind* the industry gain.

In average audience, as the chart charts it, ABC is the only net to show a gain. The other two nets are off.

Trend? What else?

	HOMES DELIVERED (% GAIN OR LOSS OVER 1960)	AVERAGE AUDIENCE (% GAIN OR LOSS OVER 1960)
ABC-TV	+9%	+5%
NETY	+2%	-1%
NET Z	+3%	-1%

ABC Television Network

*Source: Nielsen National TV Report, 2 weeks ending February 19, 1961 vs. similar period 1960. Average Audience 6-11 PM Monday through Sunday. All sponsored programs,

HUMAN SIDE





CALL FOR SERVICE brings carpet-bearing uniformed serviceman. Card is for customer reaction.

Maytag to Housewife: A Red Carpet

Take a poll any place in Suburbia, U.S.A. Ask any housewife what her chief gripe with appliance manufacturers is. You guessed her answer: "Service."

The complaints are legion against washing machines that bog down long before they should, toasters that don't toast, refrigerators that refuse to freeze properly. "Why," house-wives demand to know, "don't the manufacturers do something about

Well, all of them try, to various degrees. But Maytag has set up a whole new concept in service and decorated it with a name that should gladden the housewife's heart. This is the Maytag Red Carpet Service. The aim is to help the housewife, help the company, help the dealer.
"A service operation," says a May-

tag spokesman, "has only one thing to sell-service. Increased customer satisfaction, top-rate serviceman performance, professional pride, and resulting repeat business add to a greater volume and more profit."

Maytag has made the program available to any service operation or retail dealership which specializes in the company's line. (This in itself may make the program unsuitable for use by dealers who handle numerous appliance lines.) And here's how it

To qualify for the program, the dealer must meet several basic, rigid requirements established by Maytag's Service Department. To protect itself, Maytag is trade-marking the program as a protection to firms that sub-

If the dealer is to retain use of the

program he must meet certain high standards. He will be required to supply adequate facilities, trained service personnel, prompt service (within 24 hours), and have his men properly uniformed and his trucks identified with Maytag Red Carpet Service decals.

The program's name is not for nothing: When he makes a call, the serviceman-attired in shirt with Maytag Red Carpet Service lettered across the back, matching trousers, a red bow tie and official hat-will take with him two official Red Carpets. One he places over the appliance being repaired, to prevent marring or scratching; the other he places on the floor for his tool box and tools. (The toolbox, incidentally, is painted white, is emblazoned with the prescribed decals, has a container attached to one end to hold a can of spray cleaner. Housewives are going to love this man!)

The servicemen will be drilled to keep their uniforms, their tools and toolboxes immaculate. And they are trained, after finishing an order, to get out that spray can and clean up all porcelain areas where they've been at work.

The job done, the serviceman hands the housewife a self-addressed, postpaid evaluation card which he asks her to fill out and mail to the servicing Was the work satisfactory? Did the serviceman leave the place as he found it? Was he courteous? Was there a service charge, and if so, how much? And, finally, "How can we improve Red Carpet Service?"

Any dealer who subscribes to the program must enter into a contract with The Maytag Co. Maytag screens service organizations, and the Maytag field service representative and regional manager must present their report to the branch manager or distributor head and the Maytag general service manager for final okay.

Maytag does its part by supplying all materials at cost. These include uniforms, Red Carpets, decals, evaluation cards and brochures.

The basic elements of the program originated with Maytag Detroit, Inc. and Maytag Chicago Co. The full program was inaugurated at Maytag Service Co. of Omaha, in January. Maytag considers the new program another step in the direction it has followed in the more than 50 years it has manufactured home laundry appliances. Efficient appliance service has always been a guiding principle with us and a major objective."

If the thing catches fire with other appliance makers, the industry might eventually solve a troublesome prob-

Cost of advertising in Reader's Digest

stays down

as circulation guarantee

200,000 more__to 12,500,000

Buyer's market? Profit squeeze? Recession?

Whatever you call today's economic climate, you know that businessmen are worrying about profits . . . searching for new ways to cut costs, boost sales, or both.

In this climate Reader's Digest announces, with real satisfaction, a decision to hold the price line while offering a significant increase in value:

Effective with the March, 1961, issue and continuing through 1961, the Digest guarantees its advertisers an average paid U.S. circulation of more than 12,500,000. Advertising rates are unchanged.

The new circulation guarantee is up half a million from the rate base that was in effect for 1960's last issue. Just two issues ago (January, 1961), the rate base was increased to 12,300,000.

All-time high in reader demand

Reader demand for the Digest is at an all-time high. For example, average paid circulation climbed to a new record of 12,592,912* for the last six issues of 1960. That is up 581,523 from the average for the same period a year earlier.

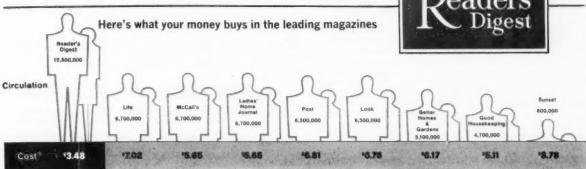
Subscription circulation alone grew more than 508,000 to a new record-high average of 10,716,297. In addition, single-copy (chiefly newsstand) circulation rose about 73,500 per issue, to an average of 1,876,615 during the last six months of 1960.

You can profit now

Whether your present advertising program is broadcast or print, national or regional, take another look now at the Digest's remarkable advertising values. The predictability of the audience, its high economic and educational level. The unique confidence that people have in what they see in the Digest. The growing circulation. And the fact that this magazine will maintain present advertising rates for all 1961 issues.

*As filed with the Audit Bureau of Circulations subject to audit





*Cost of a 4-color page for each 1000 circulation

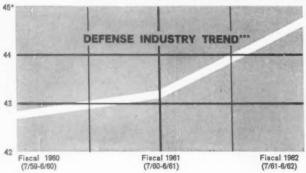
Source: Standard Rate & Data Service, February 27, 1961

AEROSPACE INTELLIGENCE FOR MARKETING EXECUTIVES

a space aeronautics marketing service

Aerospace industry 9-month upward curve accelerates; timing of supplier-communications crucial

DEFENSE INDUSTRY BUSINESS TREND. COMPARED TO OVER-ALL BUSINESS TREND*



"In billions of dollars.

*Source: Department of Commerce, Survey of Current Business, February, 1961.

640 Source: Department of Defense.

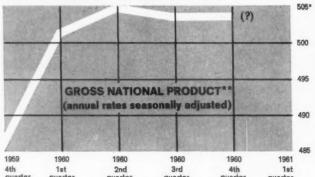
Defense industries trend since mid-'60 runs counter to general business conditions

Business since mid-1960 shows two lines on charts-down for general business, up for defense industries. Defense upturn was obscured by slowdown in general business.

Further digging reveals there never has been a down-turn in over-all defense industry business during the past nine months. Defense expenditures for fiscal 1961 (July 1960-June 1961) are -at last count -\$43.2 billion compared to \$42.8 billion the previous fiscal year. The level of defense contracts planned last August was upped \$1.6 billion over original figure.

Note quote: Joseph R. Slevin, National Economics Editor, N. Y. Herald-Tribune; October 1960—"The only signs of improvement are in military orders, for the Pentagon has been pouring out a heavy volume of new production contracts since midsummer. The military orders are being channeled into the aircraft and missile factories and the volume has been large enough to raise the total volume of new durable goods orders for two straight months...in Washington, Pentagon insiders predict contract awards for year ending June 30 (1961) will climb to \$21.7 billion, 15% above 1959-60... producers of manned aircraft and aircraft parts are getting increased funds, reversing a long decline."

Consideration: volatile shifts in buying patterns; dramatic possibilities for individual companies to up sales. Example: a



prime contractor ranked 22nd largest in 1959, jumped to 9th in 1960. Another ranked 6th, dropped to 10th. The business goes to the suppliers with both technological and marketing capabilities.

Speed-up since mid-'60 reflected in current contracts

Full impact of new appropriations since last summer being felt right now—contracts being let right now, all along the line. Earlier release of unobligated funds to result in specific contracts in coming months. New speed-up in defense program since Kennedy take-over is actually a continuation of speed-up in effect since mid-196Q—frosting on the cake. Overwhelming evidence that companies should act now to avoid missing boat on current business, pave way to future business.

More sales opportunities: rise in new obligational authority (new appropriations)



("It is now evident that \$2 billion more will be appropriated.)

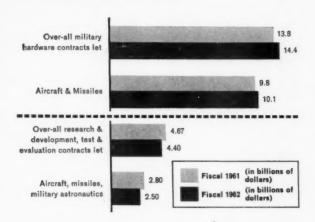
a digest of available information—facts, trends, observations—selected for pertinence and immediacy to help marketers plan their strategies in today's fast-moving aerospace market.

Conover-Mast Publications, Inc. 205 East 42nd St., New York 17, N.Y.

VOLUME 1

NUMBER 1

Aerospace business' share of military hardware—70%...of R&D, T&E—56%



Largest segment of defense spending is allocated for aircraft, missile, and spacecraft procurement, research and development, test and evaluation, constuction of bases and facilities.

Current defense spending "speed-up" boosts aerospace industry curve even higher

\$1 billion more aerospace dollars are to be spent in current six months period than in past six months. The following break-down shows when:

	New Obligational Authority (Appropriated by Congress) 7/1/60-6/30/61	Obligated (Contracted for) 7/1/60-12/31/60	Unobligated (Not Contracted for) 1/1/61-6/30/51
Over-all Defense Dept. hardware budget	15.1	7.1	8.0
Aircraft	6.6	2.9	3.7
Missiles	3.8	2.2	1.6
Electronics & Communications	1.2	.43	.77
All other categories	3.5	1.57	1.93
Overall R&D, T&E	4.6	2.6	2.0

President Kennedy's spate of recent directives to boost award rate of unobligated defense funds means \$2.5 billion increase in first 6 months of 1961 over same period in 1960. Fast depletion of government money in the till is expected to prompt Pentagon planners to ask for more money fast, over and above 1961 expenditures foreseen in 1960.

More recent speed-up news: • Defense Secretary Robert S. McNamara hustles up contract awards. • Pentagon hurry-up on Polaris program. • Increase in airlift capacity, cargo planes for Armed Forces... Boeing C-135's and Lockheed C-130's. SOR-182 turbo fan cargo plane contracts mean big business for years to come for both military and commercial production. • Air Force uses "Concurrency" to speed up Minuteman project—simultaneous development of all equipment by many different firms, spread all over map. The step-up in

many less publicized programs shows aerospace business is on the move. Suppliers are being chosen now-even though many contracts are not yet awarded.

Significance: Put market plans into action now. None too soon. Suppliers are evaluated well in advance of production awards . . . are unaware they're being eyed for capabilities on future hush-hush projects.

Constantly changing defense buying patterns call for new sales efforts

Shocker: Realignment of purchasing authority in Pentagon is inevitable. Already McNamara has assigned Air Force almost total responsibility for developing, launching future defense space vehicles. Buying roles and responsibilities of procurement officers in Pentagon are changing... current contractors taking on new projects, expanding, diversifying, spreading geographically, new contractors coming in. Marketers presented with problem of more people to reach in more places. Communications job: acquaint new people with your products and capabilities—make your firm known to greater number of buyers.

What is the most economical, effective way to capitalize on defense situation now?— What can you do?

Unique method to influence technical management – both military and industrial – is Space/Aeronautics R & D Technical Handbook, the most complete and reliable handbook of the aerospace industry.

Economical: Just one insertion reaches largest audience of military procurement officers and industry technical men who plan, specify and buy. 12-month life of handbook coincides with fiscal year of government's defense budget (July '61-June '62).

A few Space/Aeronautics R & D Technical Handbook facts:

- Read by quarter of a million technical management men in project use.
- 42% of readers take direct action through reader inquiry cards. Many more contact advertisers directly by phone, letter.

Effective: Only 6 months after publication, inquiry productivity of the 1960 Handbook outproduced the 1959 edition:

1	ONE	YEAR	AR 1959 HANDE		NDBC	OK	21,000 INQUIRIES				100	8	
200	1 mo.	2 mos.	3 mos.	4 mas.	5 mos.	6 mos.	7 mos.	8 mos.	9 mos.	10 mos.	11 mos.	12 mos.	
	al deci	6 M	ONTH	e	200	0.444	NDBO	now.		1 000 1	MOUN	DIES	

Only single package of technical reference material providing a roundup of latest, most significant developments in all major aerospace technologies—a technical reference on prod-

a roundup of latest, most significant developments in an major aerospace technologies—a technical reference on products, capabilities, ideas—with complete trends, tables, graphs, charts, data check list—subject by subject. Includes a special 1961-1970 Technical Planning Guide, an authoritative reference on major vehicles—objective of the project, status, prime contractors, funding.

Special benefits to Handbook advertisers—6 and 12-time advertisers in Space/Aeronautics get special 7- and 13-time rate for Handbook insertion.

RECAP: Defense suppliers communications problem two-fold:

- 1) Get today's business, win awards being let right now
- 2) Be evaluated as supplier on future projects
- -for more facts on how to solve these problems with a unique selling tool . . .
 - ... SEND NOW for special 24-page booklet describing the 1961 Space/Aeronautics R & D Technical Handbook. No obligation of course.

A space aeronautics marketing service Additional copies on request.



PHOTO BY CORRY

Concentrated COVERAGE where it counts...

Many are aware that under the Big Top is concentrated 3 giant rings of unmatched thrills and excitement.

It should be equally well known that under the Big Top of FIRST 3 MARKETS GROUP magazines is concentrated 3 giant markets with record smashing sales and unmatched profits.

Build sales leadership for your product by concentrating a sizeable part of your advertising effort in the FIRST 3 markets of New York, Chicago and Philadelphia—which account for about 1/7 of all Drug sales, 1/6 of Food sales, 1/5 of Furniture, Furnishings and Appliance sales, and 1/4 of total U. S. Apparel sales.

In these compact, most profitable markets you need much more than regional portions of thin-coverage "national" media or the "now you have it, now you don't" audience of the ephemeral TV or radio sales message. Within these top markets there is no substitute for FIRST 3 MARKETS' dominant 54% COVERAGE of all families.

Concentrate COVERAGE where it counts . . . with FIRST 3 MARKETS GROUP.

THE GROUP WITH THE SUNDAY PUNCH



New York Sunday News Coloroto Magazine Chicago Sunday Tribune Magazine Philadelphia Sunday Inquirer "Today" Magazine

MEW YORK 17, N.T., News Beilding, 220 East 42nd Street, Mücray Hill 7-4884 - CHICABO 11, III., Tibben Town, Süprins 7-0043 - SAM FRANCISCO 4, Calif., ISS Mentgemay Street, Galriel 1-7946 - Los Amgeles 5, Calif., 3460 Hisbins Beaterard, Dishkir 5-3557

Today's Formula for Success

When several of the most outstandingly successful marketers of recent years give virtually identical reasons for their fortune, the result is almost a sure-fire formula for success.

This happened recently at a marketing strategy seminar sponsored by the Sales Executives Club of New York. Honored at that time were four companies whose marketing accomplishments in the last few years are well known:

- Maxwell House Division of General Foods, which broke the ice in the premium-price instant coffee field only about a year ago with its Yuban brand. In the short time since introduction, Instant Yuban has snagged an enviable second or third place among all instants in at least four of the top six metropolitan markets.
- Brunswick Corp., which staked its future on a "dead" sport, bowling, and made enough money from it to diversify into a variety of other fields and develop the biggest leisure-market line of any company in America.
- American Motors, on the canvas only a few short years ago and today a very genuine threat to the "big three" auto makers.
- The Electric Typewriter Division of IBM, which has only recently stepped with both feet into the largely untapped but highly competitive dictating machine market.

A formula for success can almost be drawn because three of the companies—General Foods, Brunswick and American Motors—described approaches to the top that were startlingly similar. They were almost identical in their expressions of attitude, product philosophy, promotion, and in their conception of the total job.

There's no magic or trickery - or collusion -

involved. And the difference in size and corporate health of these companies before their successful campaigns was so great as to eliminate sheer financial power as a determining factor.

In fact, the ingredients which really made the difference for these companies were all matters of **principle**. Principles so basic — even obvious — that it is apparent they have been used well by **more than a few** of the other companies that have risen to fame in the last decade. And it is a **certainty** that they will be used more and more by marketers striving to get ahead in the 'sixties.

They Counted on Change

Change is possibly the most outstanding characteristic of the past decade; it certainly was the element most basically involved in the rise of the Rambler, bowling, and Instant Yuban. American Motors, for example, saw the number of 2-car families growing, noted the rise of status symbols other than the automobile, and the heights to which horsepower and chrome had risen, and decided that a shift toward more basic transportation was in the wind.

Brunswick guessed that the new leisure time, especially for women, and the increased emphasis on exercise and family recreation was a natural atmosphere for bowling. And General Foods, aware of rising incomes and an apparent shift in consumer preference from tinsel to quality, deduced that the time would soon be ripe for a higher-price, higher-quality instant coffee.

In each case, perception made the difference. With product lead times a minimum of three years (and in Brunswick's case the unsavory bowling facilities of the day), market research or other scientific proof for these marketing hunches was all but impossible. In order for a company to be ready to capture a market as it first comes to maturity, it must start well before

the buying public is itself aware of impending change.

The marketer, then, must be keenly aware of change. Art Larkin, general manager of the Maxwell House Division, and a v-p of General Foods, says, "We must know the consumer and how he is changing. We must know this year by year, month by month, hour by hour if necessary. We can strengthen our consumer franchise and open new ones only if we cater to this change."

Sometimes, this means discarding market research in favor of marketing intuition. As Roy Abernethy, executive v-p of American Motors, says, "You can't dream and guess your way along. The seat of the pants just won't fly the plane any more. But when the statistics don't seem to tell you exactly what the customer seems to be telling you, don't be afraid to give your nose a chance."

After this initial period of innovation, each company wound up with a product that was the right one at the right time. Even so, none was content to let the product sell itself. All three recognized the problem as one of speeding consumer acceptance, of helping the newborn market along to full growth. Unlike the copycat marketer, the innovator must educate the market as part of the price of his greater success.

Brunswick faced the task of lifting an entire sport out of the doldrums. S. P. Jacobson, president of the Bowling Division, says, "We not only needed an entirely new image for bowling that would convey the impression of the new, modern attractive facilities, but we had to create a whole new generation of bowlers."

Similarly, American Motors and General Foods had entirely new product concepts to get across to the public.

And, even while development was under way, monumental barriers had to be overcome. Among a host of other things, Maxwell House had to determine the price the consumer would pay and the size and appearance she preferred in a package. Only one of American Motors' problems involved the complete rebuilding of a dealer organization. Brunswick had to train, finance and, in short, spoon-feed hundreds of new bowling center owners.

Stick to Basic Sales Tools

The most fascinating thing of all: during development and during their market education drives, the firms relied not on innovations or flashy methods but on basic, tested sales tools.

All three combined originality and innovation with marketing basics in a similar fashion. Unlike so many companies today, they did not follow the route of the copycat product promoted with the greatest amount of fireworks and showmanship. By concentrating their originality in the product, and by using the well-known tools of their trade they completely reversed this procedure. Of course, it was helpful that they were masters in the use of these tools. Roy Abernethy sums it up: "If we had run away from originality we would have lost. In the product area, conformity would have destroyed us. At the same time, if we had not relied heavily on the most elemental and conventional marketing practices, we could not have succeeded."

Chances are that many of next year's marketing successes — and the year after's — will follow the same pattern. They will perceive a need in embryo form. They will daringly innovate to create an answer to this need. They will laboriously work toward the success of their product by invoking the standard marketing methods. They may innovate new methods, too, but only when the old ones are no longer good.

Again, Mr. Abernethy: "In this area of marketing, as in football, a flashy halfback or a slick new play is wonderful. But nothing will work out if the team does not have the capacity for — and will use — good blocking and tackling. In other words, give the fundamentals top priority."

By any measure, Newsweek is the efficient buy in the newsweekly field

Editorial Vitality: Newsweek covers the news and uncovers the significance in virtually *every* area of activity, and sharpens the focus through a dozen editorial features not found in any other newsweekly.

Circulation Strength: With the January 9, 1961 issue, Newsweek's quality circulation reached an all-time high—in excess of 1,500,000 (Publisher's estimate). This represented a 100,000 bonus for that issue. During 1961, there will be no increase in Newsweek's advertising rates.

Marketing Flexibility: Newsweek was the first in its field to make available regional marketing opportunities through its Eastern, Central and Western Advertising Units—used individually or in any combination.

Advertising Economy: Every ad dollar buys more key executives—Managers, Proprietors and Officials—in Newsweek than in any other newsweekly. (Source: Sindlinger & Co., Inc.)

Significant Footnote: Advertisers invested more money in Newsweek during 1960 than in any year in its history...over \$27,000,000.



Newsweek

... ahead of the news, behind the headlines ... for people at the top



-SM-MARKETING

FOREIGN GLAMOUR DEFINED

Washington, D. C. - Some cosmetics and toiletries manufacturers who use domestically processed imported in-gredients in their products are being threatened with the sting of the FTC lash. FTC's Bureau of Consultation recently got off letters to some 40 manufacturers. Its action stemmed from complaints that manufacturers were advertising and using labeling with names and phrases that denoted the foreign origin of their products while neglecting to clearly indicate American processing. Recipients of the letters were required to advise the Bureau by March 20 as to whether or not they would cooperate voluntarily. Cooperators are expected to submit revised labels by April 20.

SKINNY FOODS ONLY

Chicago-Emphasizing the growth of an aversion to foods thought of as fattening, Food Business magazine recently pointed out that per capita consumption of these foods has dropped considerably since 1947-49. Potatoes, for example, have gone down 12%; wheat and flour have fallen 14%; wheat breakfast cereals, 15%; butter, 15%, and commeal, 42%. All this while dietetic food sales have skyrocketed.

ON ITS TOES

Stamford, Conn. — A dose of foreign competition was like a shot in the arm to almost-competitionless Pitney-Bowes, Inc. Less than six months after the German-made Postalia postage meter arrived on the American scene (see SM, Nov. 4, 1960, p. 24) aimed at the low-volume user, PB came out with its new compact. Before Postalia, this market had been largely unexploited.

The new Pitney model is beamed at the same market. Although small in size, the meter boasts flexibility in an attachment feature which optionally adds an envelope feeder for larger fully automatic mailings. It will be priced competitively with the Postalia, considerably lower than most meters in the PB line.

A MOST CONFIDENT SALESMAN

Hawthorne, Cal.—An example of how sales confidence can sell almost anything was given by El-Tronics, Inc., Sales Manager Phil Smith who took a \$78,000 three-thousand-pound computer on a canvass call and sold it.

Smith learned indirectly that National Missile & Electronics, Inc., needed early delivery of a computer. With no previous contact and no appointment, he loaded one onto a moving van and made a call. Introducing himself to the president, he explained that he'd learned of National's computer needs and asked where they wanted his installed.

Results: Within two hours the computer was installed and operating.

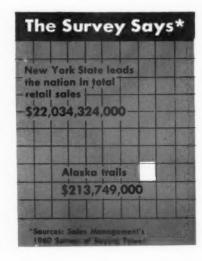
CAR RENTERS EXPAND

St. Louis—Well established at the airports, Hertz and Avis car rental systems can look forward to new competition in this area. National Car Rental System, Inc., is moving into 50 of the nation's largest air terminals with heavy reliance upon outdoor advertising. The move represents an expansion from its 12 metropolitan markets.

LETTER BARRAGE DOES IT

Milwaukee — Tough-to-see accounts were finally cracked for Williams Steel & Supply Co. through a barrage of personalized letters. Thirty-six prospects with reputations for turning away Williams' salesmen were selected as targets for a letter campaign.

The reluctant prospects received a different letter each day for a week. Monday's letter told about the new warehouse; Tuesday's named some



on the MOVE-

present customers; Wednesday's stressed service; Thursday's came with an hourglass to emphasize the point that the salesman would waste none of the prospect's time when he called, and Friday's letter asked for 15 minutes of his time and promised that a salesman would phone for an interview later in the day.

Results: 35 out of 36 granted interviews and Williams got four new accounts.



INSTANT DISPLAY

Oakland, Cal. — High on the list of retailer complaints is time spent tediously hand building floor displays. On that score, the latest Kaiser Foil display is bound to make a hit. To ready it in less than a minute, all a retailer has to do is unzip the tape on the special shipping carton, lift it off, slip an accompanying display card into position, and wheel the entire unit to the location of his choice.

LOST: ONE DIAMOND

Chicago—Some appliance dealer is holding a one-carat diamond ring that he doesn't know is real. He's the one who picked the real diamond ring from among 1,500 paste ones in the fish bowl at the Regina Corp. booth at the Chicago Housewares Show. (See SM, Feb. 3, p. 21.) Dealers visiting the booth were invited to try retrieving the right ring from the bowl while a Regina representative stood by to identify it. In the confusion of the busy exhibit, however, the lucky win-

ner escaped undetected and probably without realizing that he'd picked the winner.

After the show, Regina alerted the visitors, suggesting that a trip to the local jeweler's should set things right for the lucky dealer. That is, if he hasn't already thrown the ring away.

THE HAZARDS OF POPULARITY

New York — Turning a loss by theft into a testimonial from the underworld, Remington Rand is boasting about the theft of one of its portables. The machine was stolen from a model office window display at the National Design Center. Unruffled by the larceny, Remington says that it's only an indication that its portables are so popular some people "will go to any lengths to obtain one."

GAS FOR THE BIRDS

Chicago — With the popularity of bird-type names among automobile manufacturers, it's not surprising to see a gasoline take wings. The Pure Oil Co. just introduced two new gasolines called Pure Firebird Super and Pure Firebird Regular. The introductory campaign started last month encompasses 2-color newspaper and magazine ads, full-color outdoor posters and radio and TV spot commercials.

TV BILLINGS UP

New York — The three TV networks' gross 1960 billings of \$682.4 million represent an 8.8% increase over 1959's \$627.3 million. Figures released recently by the Television Bureau of Advertising show ABC's gross time sales at \$158.6 million, up 26.2% from '59; CBS at \$274.1 million, up 2.9%; NBC up 6.1% with \$249.6 million.

HOW TO FIGHT IMPORTS

Cleveland — While he is not the only one to hold such ideas on how to beat foreign competition, Logan T. Johnston, president of Armco Steel Corp., has put them very succinctly. Speaking to Industrial Marketers of Cleveland recently, he declared that there could be no permanent gain in relying upon tariff regulations. The real weapon is "our talent for innovation. When our competitor can provide

Sweepstakes Sweep the Nation

by Donald L. Spotts



Americans are gamblers! They love the thrill of taking a chance — even a million-to-one shot. Many of the nation's largest manufacturers are

creating new friends and customers by appealing to this inner drive with Sweepstakes promotions.

Sweepstakes—properly supported, create excitement almost beyond belief. "Over the back fence" chatter about contests, prizes and sponsors involved in commonplace on the American scene today. There is apparently no limit to the public's craving to get "something for nothing."

The wise Sweepstakes sponsors will make certain the element of chance does not extend to lottery status. They eliminate the element of "consideration and use those of "chance" and "prize" in a way most apt to reap the biggest promotional and product benefits.

Reducing Sweepstakes operating costs is an important consideration. We at Spotts have handled some of the largest sweepstakes in the country. We are geared to process millions of entries within a brief period, thus reducing our operating costs and increasing the effectiveness of our customer's promotion. This means customer satisfying promotions at prices that are surprisingly low.

Why not check our prices now—call us collect—Midway 5-5841 or write:

SPOTTS MAILING CORPORATION

SPOTTS SERVICE ENTER-PRISES

2402 University Avenue St. Paul 4, Minnesota



THE DAY YOU MOVE A FAMILY ... TRUST ALLIED!



New "no mess" way to pack your china, glassware and bric-a-brac... Kleen Pack. Each item individually wrapped and placed in its own compartment. Safe as in your own cupboard. So clean they don't need washing when unpacked.



Clothing arrives fresh, clean, wrinklefree, thanks to Allied's big, roomy, dustproof wardrobes, developed by Allied to make a difficult moving job easy.



Here's how we protect your TV, hi-fi set and record collection. Cabinets are wrapped in thick padding; records go in special shock-proof cartons.

The easy move is the worry-proof move. So call the man you can trust—your Allied man. He, and the thousands who work with him, have moved more families more miles than any other mover in the world. That's why 9 out of 10 choose Allied again. Look in your phone book under "Allied Van Lines" . . . and call the man you can trust! FOR FREE MOVING TIPS BOOKLET, write: Allied Van Lines, 25th and Roosevelt Road, Broadview, Ill.



ALLIED VAN LINES TNUMBER 1 MOVER ON THE HIGHWAY

MARKETING on the MOVE

(continued)

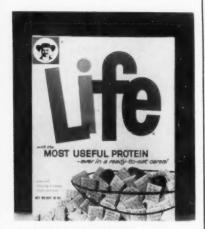
the same product we are selling today, we must have a new development to offer. And when he matches that one, we must have a third ready for the market." That's sound advice against any competition, imported or home grown.

NO PESSIMISM HERE

New York—Despite sluggish business last year, variety store chains are looking forward to strong gains in 1961. Chain Store Age reports that variety chains, like most observers, expect a definite upswing in the last half of the year, but they also expect a 5% gain for the first half.

FDR ON TV

New York-A historic series on Franklin D. Roosevelt is scheduled for the fall of '62 on ABC-TV. With an opening one-hour program and 25 half-hour programs, the series will replace the Winston Churchill films. An interesting international note is that by the time the show is ready to be viewed, it could have a worldwide audience. It's estimated that there will be as many TV sets outside the U.S. as inside in a year and a half. The FDR series, following the Churchill pattern, will at least be shown in Britain as well as the U.S., and chances are it could go on ABC's international circuits.



A POPULAR NAME

Chicago—There's another Life on the market. This time it's a cold oat cereal by Quaker Oats. Remembering the hassle between Life cigarettes and Life magazine a few years back, observers predicted another one between Quaker and the magazine. But



Can your advertising agency tell you what your customers think of you?

The bar charts in the photo represent two parts of the image of one of our client companies... as seen by prospective buyers of that company's equipment. In total, these parts comprise a Competitive Profile*... a tabulation of strengths and weaknesses as your customers see them and rate them against your competitors'.

Employing a relatively simple research technique, we can tell what your customers think of you. What you do with this knowledge may go beyond mere advertising: it might involve product re-design or reorganization of dealers, for example. But a clear delineation of your Competitive Profile gives you the facts on which to base marketing strategy... and gives us the facts without which it is impossible to create customer-oriented advertising.

*Your Competitive Profile gives you both a definition of the marketing problem and a base point against which to measure the effectiveness of future marketing and advertising. As sound businessmen as well as creative advertising men, we can see no substitute for knowing what you want to accomplish...and then measuring results.

Marsteller, Rickard, Gebhardt and Reed, Inc.

ADVERTISING . PUBLIC RELATIONS . MARKETING RESEARCH NEW YORK . PITTSBURGH . CHICAGO . TORONTO



"We Make <u>Sure</u> Our Training Sessions Run Smoothly by Using Kalart/Victor Projectors..."

"The way we use 16mm sound films," continues Mr. Al Tinker, President of Tinker Kirby Nassau Company, Inc., "we need a projector that is dependable at all times. Films play a big role in our program of training men how to sell Kirby Home Sanitation Systems. When we schedule a training session, we want to know that the projector will do its job at the flip of a switch. Our Kalart/Victor fills the bill on this count, and many more besides."

A company such as Tinker Kirby Nassau, with so much at stake in its training program, particularly appreciates the fact that Kalart/Victor projectors are engineered to provide trouble-free performance in continual daily use.

Simplicity of threading, ease of maintenance and protection against film damage are other important

world's most experienced manufacturer of 16mm sound projectors

VICTOR ANIMATOGRAPH CORP.

Division of KALART
Plainville, Connecticut

features that Mr. Tinker looked for —and found—only in Kalart/Victor.

Three-step threading with color-coded path showing sequence and location makes it easy for nearly anyone on Mr. Tinker's staff to set up a Kalart/Victor. Safety Film Trips, a Kalart/Victor exclusive, prevent damage to valuable training film. And a large-capacity oil reservoir built into the Kalart/Victor means that lubrication is necessary only once a year.

What features are you looking for in a 16mm sound projector? Great picture quality? Magnificent sound reproduction? Adaptability for magnetic recording and playback? Kalart/Victor has them all. Call your Victor Dealer for a demonstration.

-FREE BOOKLET-

Tells how industry profits from sound films. Send today for your copy of this practical booklet. Dept. 209



MARKETING on the MOVE

(continued)

a Life spokesman—the magazine that is—recently stated that the Quaker logo is sufficiently unlike the magazine's so there'll be no identity problems.

MARKETERS ON THE MOVE

New York—Coming up September 18: a European Marketing Tour sponsored by the Marketing Executives Club of New York that sports a most vacation-like itinerary. At a per person cost of \$865, the tour offers first class flight accommodations, includes a visit to London, Paris, Versailles, Zurich, Venice, Rome and Florence, features four morning-long marketing conferences with European marketers, and leaves plenty of time for sight-seeing in the 21-day itinerary.

Interested parties should contact Dick Elliot of Look Magazine or Al Gorson, Biltmore Travel Agency, Hotel Biltmore, New York City.

HIDDEN CAMERAS

Detroit – No doubt a take-off on the popular TV show, "Candid Camera," the latest salesman training program at Plymouth Division of Chrysler Corp. uses hidden cameras. Veteran salesmen are filmed – without their knowledge – in the act of closing a sale. Later the films are shown to, and analyzed for, salesmen undergoing the training program.



PACKAGING FOR ECONOMY

New York—Clever packaging calls attention to the economy features of General Electric's electroluminescent night light. GE pays for "several months" of use by including a real penny in the packet.



George I. Long, Jr., President of Ampex Corporation, with a computer installation at Lockheed Missiles & Space Division, Sunnyvale, California.

"Advertising is an essential component in computer growth"

"Businessmen must grasp the benefits offered by a new concept or product before they accept it. Then it can develop rapidly. Take electronic data processing, virtually unheard of a decade ago. Now computers are fast becoming accepted management tools.

"Advertising in leading business publications has been essential to the understanding and acceptance of our magnetic memory systems. Business publications allow us to be highly selective, in both the people and industries we reach and the kind of information we give them. Certainly such advertising is one of our fastest, most economical ways to promote the understanding required for the sale of new concepts and products."



McGRAW-HILL PUBLISHING COMPANY, INC. 330 WEST 42nd STREET, NEW YORK 36, N. Y.

WHY DID Purchasing Weel

OF ANY BUSINESS PAPER IN THE

1. BECAUSE MORE COMPANIES RECOGNIZE THAT UNDER TODAY'S MARKET-ING CONDITIONS YOU MUST GET YOUR BEST SALES STORY ACROSS TO THE PURCHASING EXECUTIVE. As "Sales Management" said in a recent article, "the industrial companies that make a good showing in 1961 will be the ones that know—and are ready to meet—all the demands of the purchasing agent."

get your best story across to purchasin

^{*}Source: Advertising Volume in Business Papers, Industrial Marketing, March 1961 issue.

HOW THE BIGGEST PAGE <u>GAIN</u> 'IRST TWO MONTHS OF 1961?*

2. BECAUSE PURCHASING WEEK IS GEARED TO THE NEEDS OF TODAY'S PURCHASING EXECUTIVE. PURCHASING WEEK, with the largest editorial staff in the field, serves all information needs of today's purchasing executives—news, price trends, products and materials, and methods. Result? PÜRCHASING WEEK has more

paid-up-to-date purchasing agent sub-

xecutives now in

scribers.

Purchasing Week

McGRAW-HILL'S NATIONAL NEWSPAPER OF PURCHASING

330 West 42nd Street, New York 36, New York



A NEW BOTTLE IS BORN !

...lighter in weight to lower the freight

This New Pharmaceutical packer has all the strength you need, yet its design and engineering concept result in a lighter gallon to ship, a more convenient gallon for pharmacists to carry, pour or store.

We lowered the handle so the new packer provides for full wrap sealing band. New design handle makes exact measure pouring a cinch.



The depressed label panel guards labels from scuffing, rubbing or tearing. Your customers still benefit from the inert quality of glass that protects contents during prolonged shelf storage.

You can get samples of the new Pharmaceutical Packer now for your testing requirements from your O-I representative. Contact nearest O-I office or write Owens-Illinois, Toledo 1, Ohio.

DURAGLAS CONTAINERS AN (1) PRODUCT

OWENS-ILLINOIS

GENERAL OFFICES · TOLEDO 1, OHIO

PACIFIC COAST HEADQUARTERS . SAN FRANCISCO

28

-SM

LETTERS TO THE EDITORS

Magoo's public

Re: "Do Cartoon Characters Really SELL?" SM, Feb. 17.

that when we introduced our new Magoo TV cartoons recently, they tripled the rating of the show they replaced in New York; they tripled in Chicago and tripled in Los Angeles. GE's conclusion and ours must be that the public digs Magoo. . . .

HENRY G. SAPERSTEIN

President UPA Pictures, Inc. Burbank, Cal.

'sales enterprise'-or apathy

Your Feb. 17 "Notes from the Editor's Side Pocket," concerning tests of sales enterprise, was opportunely timed for my latest aggravating experience with automobile sales personnel. . . .

Not too long ago I contacted four separate agencies, saying that I wished to trade in my old car. In all cases I was willing to be sold primarily on why I should buy the dealer's specified make. The results were so disheartening that I have decided to continue driving my 1954 vehicle. This is the box score as I saw it:

Four contacts made.
 Three quotations offered.

No mention by any dealer of the hard-plugged, nationally advertised selling points, until prompted by me.

Only one follow-up by phone.
 One dealer did not have the station wagon I was looking for, or any station wagon—nor has he followed up with a demonstration, as he suggested.

The only sales point was the mention by one dealer of a courtesy car for me to use while my car was in for servicing.

Only two of the dealers knew my name by the time I left the showroom.

better sell their cars through supermarkets, thus eliminating the high cost of advertising and local selling expenses, and giving us cars with much reduced selling prices. . . .

Incidentally, how are you fixed for Cooper thermometers?

FLOYD WALLACE

The Cooper Thermometer Co. Pequabuck, Conn.

► We have all that we need—or perhaps all that we think we need until someone convinces us otherwise.

. . . Recently I called a local automobile agency and, while I didn't ask for a demonstration, I gave the salesman every opportunity to come and get me, or send a car.

No such accommodation was offered. If I would come over any time before five on Saturday and ask for him, he would be glad to show me the latest model. He jokingly stated that it was hard to buy a car over the telephone.

I'm not only ready to be sold a car, I also need several appliances. . . .

W. C. HANNAH

General Manager Closure Division Ball Brothers Co., Inc. Muncie, Ind.

I did [call a dealer]. They did [send a car for demonstration]. I bought. Wife now happy. We in the insurance business do have competitors.

RODNEY G. PRATT

Supervisor Recruiting Division Connecticut General Life Insurance Co. Hartford, Conn.

Fox of Colgate

Re: "They're in the News," SM, Feb. 17.

Cornell indeed! John Fox was a member of the Class of 1934 of Colgate University, and one of whom the university is duly proud.

R. A. JUNE

Scott Paper Co. Chester, Pa.

Vermont's fair share

I read with great interest your article on the ski craze ["Schussing Along with the Ski Craze," SM, Feb. 17]. I have been attempting for several years now to devise a satisfactory method of analyzing the ski business here in Vermont. . . .

My estimate of around one million skier-days here in 1959-60 would indicate that Vermont accounts for one-eighth of the market as far as actual skiing is concerned. As flattering as it may sound, I am inclined to doubt we have as high a share as that. Either my estimate is high, or Ski Magazine's too low. . . . My feeling is that considerable "Kentucky windage" is also present in the area of the average skier's expenditures per day.

. . But [according to the writer's economic research release] there is no reason to be overly apprehensive of Vermont's obtaining a fair share of this market, provided the area opera-

a call for action

to all companies using 10 or more business cars

Investigate fleetcar leasing - the Hertz way, described by leading companies as "the lowest cost salesinsurance we ever took out." Find out how Hertz Fleetcar Leasing plans cater to the special needs of larger users of business cars. Discover how they're tailored for companies which best benefit from the nation's most extensive coast-tocoast leasing facilities, and from operating efficiency perfected over 30 years. Each "10-Plus" plan replaces your cars with brand-new Chevrolets, Corvairs, or other fine cars; assumes full responsibility for maintenance and repairs; and reduces the many annoying details of fleet administration to the writing of one budgetable check each month. Use coupon below to learn why more and more multi-car companies agree Hertz Fleetleasing makes the best business sense for them.

	-6	1
5		IERT.
Att. H. F. I The Hertz C New York 2	EETCAR LEAS Ryan, V.P. Jorporation, 660 1, N. Y. Dept. I me your new	Madison Ave.
NAME		
POSITION		
COMPANY		
ADDRESS		
CITY & STATE	E	
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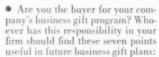
Advertising Tips

FROM BROWN & BIGELOW SALESMEN!

Seven Steps to Help You Plan a Better Business Gift Program

By James J. Lee, Kansas City

Executive Advertising Counselor, Brown & Bigelow



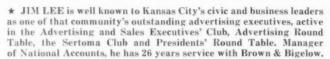
- 1) Start Early. For a year-end program you should make your buying decision by June 1. Get it off your mind now. Save precious time later for necessary details.
- 2) Stick to a Program Idea. Settle on a theme and stay with it for several years. Continuity makes your annual buying effortless.
- 3) Give Your Plan Advertising Value. Ask yourself, "Does my plan have both gift value for the recipient and lasting advertising value for me?" Don't hesitate to put your firm name on your remembrance—this makes it honest advertising, no strings attached.
- 4) Insist on Quality Packaging. Smart packaging is a must. So is the use of a well designed enclosure that dramatizes your remembrance idea. Beware of cheap boxes and flimsy mailers.
- 5) Perfect Your Distribution.
 Shape up mailing lists early. Use individuals' names to keep it personal. Be a perfectionist on details. Precede your mailing with a personal letter. Set a definite mailing



date in advance and then stick to it.

- 6) Use a Reliable Supplier. Buy from a source you can depend on for good advice, best quality and unfailing service. You need all three.
- 7) Branch Out. Get your yearend program clicking. Then supplement with a birthday plan, Noveltyof-the-Month plan and other special occasion ideas through the year. Cover segments of top customer and prospect lists more than just once a year. Building goodwill is a 12month job—not just a year-end fling.
- If you work at it, your business gift program can be a tremendous satisfaction to your company—a gracious builder of goodwill and business friendships. In this field Brown & Bigelow excels. Our Remembrance Advertising is much more than mere gift-giving. Our wonderful services and quality products are the trademark of Brown & Bigelow the world over.
- Just this week we have added many new ideas in business gifts to our line. I invite you to see them immediately. Have your

Brown & Bigelow man help you get organized right now for an outstanding business gift program with Remembrance²⁰ Advertising.



Write Dept. A-15M for additional information or for the name of the Brown & Bigelow representative in your community.

BROWN & BIGELOW Remembrance & Advertising SAINT PAUL 4, MINNESOTA A DIVISION OF STANDARD PACKAGING CORPORATION

LETTERS (Continued)

tors and lodging place owners keep abreast of their customers' wants.

JOHN M. THOMPSON, JR.

Research Director State of Vermont Development Commission Montpelier, Vt.

another rebel

... Phil Kelly's "How to Grow Old Rebelliously" [SM, Feb. 17] is so perfect that I cannot help telling you so.

I am still some five years away from that "twilight" area of retirement, but have made, and for some time, plans for being an utter and total rebel when the time comes. In fact, I have made so many plans for writing, teaching, stamp collecting, and keeping up with my reading that I am afraid our electronic data computer friends are going to have to develop a 37-hour day for us "senior citizens."

I earnestly recommend this article to any SM reader, regardless of age.

HECTOR LAZO

Chairman, Marketing Area Graduate School of Business Administration New York University New York, N.Y.

data for a master plan

We are engaged in the preparation of a master plan for the City of Santa Fe, New Mexico. In this regard, we wish to use in report form certain data that appear in your July 10 Survey of Buying Power . . .

JOE C. WILLIAMS, JR.

Chief Resident Planner Harman, O'Donnell & Henninger Associates, Inc. Santa Fe, N. M.

. . . The data for Washington State is so useful to us that we would appreciate your permission to include some of it in our 38th Annual Teachers' Salary Study. . . .

CHRISTINE M. ROEHMANN

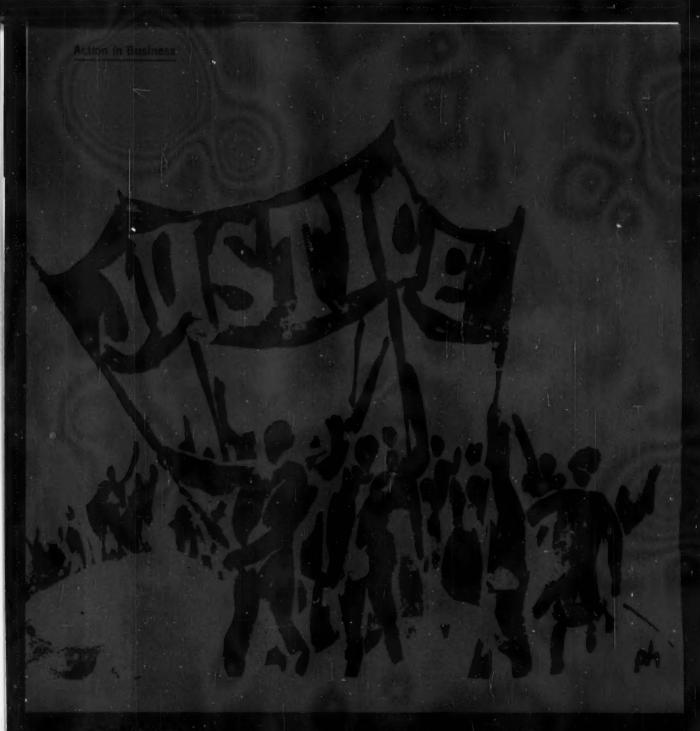
Research Assistant Washington Education Assn. Seattle, Wash.

same old means

your kindness in forwarding to me, if possible, "Factoring as a Means of Financing Sales," SM, Dec. 1, 1939

JAMES R. RUSSO

James Talcott Western, Inc. Los Angeles, Cal.



RESPONSE:

In a report, "Reds Threaten U. S. Youth," in November Nation's Business, the editors wrote: "Businessmen take active part in fight against new communist target: control of young Americans' minds." Noting widespread efforts to combat this threat, the editors spotlight areas where action is needed; suggest effective techniques. Article struck a responsive chord: industrialists, educators, civic leaders wrote, wired for reprints. Detroit Edison asked for 100 copies; Everready Supply Company ordered 5,000. A box manufacturer wired: "RUSH FIVE HUNDRED REPRINTS..." Nation's Business editors receive an average of more than 400 such requests every week. This is profitable action in business: one reason why 1960 advertising pages in Nation's Business were 10% higher than in 1959.



Nation's Business washington / Advertising HEADQUARTERS - 711 THIRD AVENUE, NEW YORK 17, N.Y.

THEY'RE IN THE NEWS

BY HARRY WOODWARD



Crucible's Buerger: Sales All the Way

Last year Crucible Steel Company of America fought a steel strike, began to produce specialty steel in Europe on a small scale, rang up sales of almost \$211 million (down less than \$10 million from the previous year) and moved its headquarters into the striking Four Gateway Center - for which it supplied much of the stainless steel - in Pittsburgh. This year the company self-administered a recession antidote by naming an ex-Pittsburgher, Josef H. Buerger, Jr., as its director of sales. He'll be responsible for all sales activities, will direct field sales through five regional managers and 38 sales offices and warehouses. He'll also supervise the managers of all product divisions. Buerger (pronounced Berger) joined Crucible in October 1960, as assistant to the v-p - commercial (principally concerned with direct-line sales). Now 43, he went into steel fresh from Princeton. His first job was as a sales trainee with U.S. Steel ("They didn't call me - I called them"). He was with U.S. Steel for two years, later went to U.S. Pipe and Foundry Co. in Burlington, N. J., as sales manager. After that he trekked to San Francisco to become v-p of marketing for Yuba Consolidated Industries ("California's climate knows no peer . . . but it's nice to be back in Pittsburgh"). During World War II he served in the Army as a captain in the Ordnance Department. The Buergers have a son and a daughter. The girl keeps her dad hopping: "She's an expert athlete and I'm coasting into middle age on toboggans and ice skates."



American Motors' Lancelot Gets a Silver Scepter . . .

It's a toss-up in numbers as to whether American Motors has produced more cars than newsprint has produced words about the company's ubiquitous president, brash George Romney. For years he waged battle against "gas-guzzling dinosaurs" produced by the Big Three, continued to build his compacts. He gets a wry pleasure from the pell-mell rush by companies, that once thought themselves too mighty to be his competitors, to build their compacts. Now he's been singled out for another honor: The second Silver Scepter Award of National Business Publications was handed Romney a fortnight ago at NBP's 12th annual spring meeting in Palm Springs. The Scepter was the Rambler chief's reward for being, in the judges' eyes, "the Market-Maker of the Year - 1960." (Last year's winner - the first - was Russell DeYoung, president of Goodyear Tire & Rubber Co.) The Silver Scepter is an integral part of NBP's public relations concept, which is to guide association programming in behalf of the best interests of business publishing and the effectiveness of advertising in business publications. Romney's Scepter symbolizes the controlling force exercised by top management in making new markets for the goods and services of the sciences, professions and industries of the U.S. . . . When he took over at American, he had a sick chick on his hands. But George Romney knew which way to warm up his biddy: He dropped Hudson and Nash, concentrated all his energies on the Rambler. The rest is automotive his-



Now, The Detroit News has a total paid circulation of 737,415 weekdays and 933,339 Sunday.* In the 6-county Retail Trading Area where its circulation is concentrated, The News reaches 4 of every 5 homes that get a Detroit newspaper.** Concentrate your Detroit advertising in The News for maximum mass-market circulation at a minimum milline rate—\$1.90 weekdays, \$1.66 Sunday—lowest rate in the nation's five largest markets.

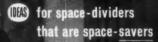
* Average 11, 7-12, 31, 60 in interim statement filed with ABC subject to audit 10,1-12,31,60 Audience Study, Detroit newspapers, 12,13,60—12,21,60, Carl J. Nelson Research, Inc.

The Detroit News

NCLUBING BEST PEATURES FROM

Detroit Times

New York Office: Suite 1237, 60 E, 42nd St. - Chicago Office: 435 N. Michigan Ave., Tribune Tower - Pacific Office: 785 Market St., San Francisco - Miami Basch: The Leonard Co., 311 Lincoln Road



Better Homes

Fronte recipes with an TALIAN ACCENT

The smart way to add to your house

den borders that

NOW 5 EDITIONS AND OVER 5,250,000 COPIES EVERY MONTH

THE FAMILY IDEA MAGAZINE

They spring at you from every page of Better Homes and Gardens. Ideas! Just glance through a copy. You'll find ideas about food, furnishings, building, gardening, travel and purposeful puttering—all compellingly presented to interest you, your wife, anyone who is wrapped up in family living.

Sixteen million men and women—like that—turn to the pages of BH&G month after month. Actually, during the year, a third of America—the family-centered, top-spending third—looks to Better Homes and Gardens for ideas about what to do and what to buy for a happier family life, at home or away from home.

And all this makes BH&G a very, very profitable place for advertisers to display what they want to sell. Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans



Where America shops for IDEAS that make SALES

that intensify a longing for a home sweet home

小五



IDEAS IN ACTION



Kids' mud room closet hangs on the wall

The children in this home can keep all their "readyto-go" things in a practical mud room unit. Boot shelves are hardware cloth so mud. Sush can drip through and be washed down a drain in the tile floor.



Bathroom beauty was built right in

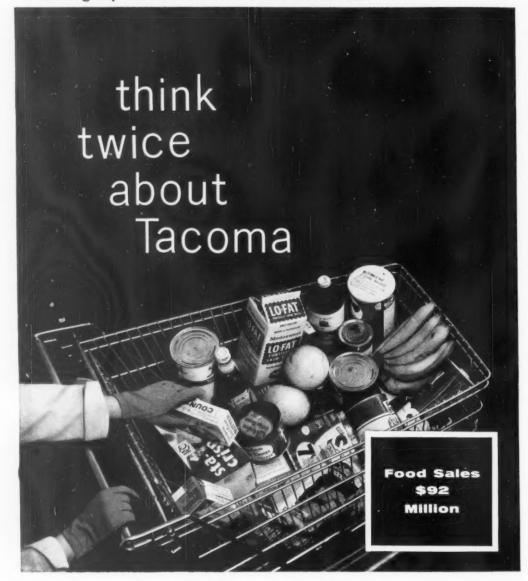
Clever planning can make an efficient bathroom out of a cut-up room in an older hame. Here, glass mesaic tiles were put on a plywood counter top. A 'y & Philippine mahogany board forms the edge. The inexpensive shutter at the left end of the counter is the door to the medicine cabinet, the large nurror is simply attached to the wall.



Gain a garage workbench

You could plan a workbench storage unit like this in almost any garage or carport. The 20 inch deep counter is supported by the lyd posts at the front and actually protrudes outside the garage itself. Fixed windows top and bottom completely enclose the one-open carport.

Planning a promotion in the Pacific Northwest?





Washington State's Puget Sound Circle is a vital, growing, concentrated market. In selling this market, your distribution, sales, and merchandising forces cover both Seattle and Tacoma. Your advertising must do the same. That means Tacoma is an essential buy on every Pacific Northwest newspaper schedule!

Tacoma must be covered if you want full selling effectiveness in the Puget Sound Circle-biggest market north of San Francisco.

Tacoma can be covered only by the Tacoma News Tribune-delivering 82.1%* coverage of the metro area. No outside daily (or combination) can provide you with merchandisable coverage in the Tacoma market.

*Newspaper Rates and Data

TACOMA NEWS TRIBUNE-An "A" schedule must. Circulation now more than 86,000. Ask the man from Sawyer-Ferguson-Walker Company.

WHAT'S HAPPENED TO SALESMANSHIP?

A lot of lip service is being given to the theory that we are actually selling our way out of the current recession. It would be grand if it were so.

But, the plain fact is that the business slump, or recession, of 1960-61 is pointing up in many companies, even in entire industries, that there is something wrong with salesmanship today. Advertising, justifiably, is carrying a bigger load than ever. The consumer certainly is not hoarding his dollars. Yet, new car inventories approach the one-million mark and sales in other traditionally strong industries are dragging, or just beginning to pick up. Where does the fault lie, if not with salesmanship?

Salesmanship is persuading people to buy. A tough job at best, and neglecting it for 20 years has made it even tougher. But throughout the war and much of the post-war boom there was little need for it. A generation has grown up and entered sales that does not know what it really is to sell. These men—and their sales managers—now face a new direct challenge to their survival.

There must be a rebirth of sales leadership that emphasizes the ability to sell people, that develops salesmanship to a high art again. This need—and what has happened to salesmanship—are examined on the following pages. (continued on next page)

WHAT'S HAPPENED TO SALESMANSHIP?

By HARRY H. DANIELS Robert Palmer Corp.

A question heard frequently nowadays is, "What's happened to salesmanship? Salesmen don't seem to sell like they used to before the war." If you've felt this way, and who hasn't, then a look over the past 30 years may give some perspective on

today's salesmanship.

It is obvious that the high inventories now existing have contributed to some of the hottest sales competition many organizations have ever seen. Price-cutting, lavish entertaining, and unethical sales practices are commonplace. Do salesmen today have the same "moxie," the same "guts," that they had in the 'thirties? The Great Depression presented, first and foremost, a direct challenge to survival for salesmen.

The formula for successful sales managers was simple, direct and effective: Set your quotas high and drive men to make them. If a man couldn't stand the "gaff" he could be easily and inexpensively replaced. To the question of "What's happened to salesmanship?" must be added "What's happened to our sales managers?" These two questions are interrelated and affect each other, hence the answer to one will shed light on the other. If we examine the record objectively, we will find the answers to both questions.

Sociologists tell us that we are creatures of our environment. This is certainly true in selling since the economic forces of the country are a part of our business environment. The action of these forces and the reaction to them by people paint the canvas of experience. By drawing on this experience, in light of present problems, we may be able to answer many questions relating to modern-day salesmen and sales managers.

Let's examine the past thirty years in four broad segments:

- 1. The pre-war period, 1930 to 1940.
- The war period, 1941 to 1945.
 The post-war period, 1945 to 1955.
- 4. The transition period, 1955 to 1960.

Economically speaking, these four segments will be examined only in the light of their influence on selling. The more technical aspects of economics must be left to the economists; we will deal with only the general concepts and terms familiar to all.

The Pre-War Period-1930 to 1940

The year 1930 started at the bot-

tom of the greatest economic depression in the history of the world. It had a profound influence on everything and everybody, and the salesman was certainly no exception. The real specter of the depression was unemployment and the wiping-out of savings. This created a huge pool of manpower. Here were bus drivers, mechanics, musicians, clerks and what-have-you, of necessity ready to "try anything." It is no secret that most of them tried some form of selling.

They were green men, but they had the strongest motivating force-

the need for mere existence. These men, who sold books, vacuum cleaners and gadgets of all types door-to-door, were squarely on their own. It was a case of sell or go hungry. Is it any wonder that in this "hard-sell' period exaggerted claims, promises and outright distortions were the rule rather than the exception? The credo of the times was: "Anything to get the sale."

Sales managers fanned this force by exploitation. Help-wanted ads for "salesmen—no experience necessary" ran on a continuing basis. These formed 90% of the help-wanted ads

'61 - The Year That

This is a tough selling year—one that calls for real salesman-

Every sales manager knows that his salesmen will have to sell like never before—if he is to wind up '61 showing a sales increase over '59 or '60.

But, while the outlook may not be too bright, no sales executive tells that to the sales force. He tells tham:

"We can get good business in '61.

"You are being backed up with more new products, with more and better advertising and promotion, with more training and development programs, with greater assistance from headquarters. Now get out there and sell!"

To a man, sales execs are telling their salesmen that '61 offers a challenge, that salesmanship is the answer. Note these comments from 10 sales executives to their salesmen:

- e Mark R. Hammer, director of sales training, White Laboratories, Inc.: "1961 offers a challenge never before encountered by the American Salesman. Only the fit, the rugged, the 'salesman with guts' can survive the fierce competition for the big sales dollar. It is there—we are determined to get our share."
- D. W. Jeffers, vice president-sales, Nationwide Insurance Co.: "Our outlook for '61 is good. With our widely diversified quality portfolio, success becomes a matter of salesmanship. Additional products, plus improved marketing methods, place our sales force in favorable position to expand and increase their individual policyholder clientele."
- William J. English, sales manager, American Metal Products
 Ce.: "Although business will be harder to obtain, we expect to increase our sales volume by harder hitting and more effective sales calls."
- e Stuart D. Cowan, vice president, Commercial Marketing & International Services, Raytheon Co.: "First, we have more new products to sell in '61 than in any other year. Second, the strengthening of our selling effort which started early in '60 is being intensified in '61-more salesmen, more training and de-

in our papers and were read by men who were desperate.

What happened to the bank clerk or mechanic who answered one of these ads? He was interviewed by a real "personality" type, who quickly convinced him that if Charlie Smith could do it, then there wasn't any question of his failing. The interview was held in the morning and he was told that a training meeting would start right after lunch, that he could attend and be ready to work the next day. The clincher was when he was told that he would have money in his pocket by tomorrow night, for he

would be turned over to a field manager who would do all the selling the first day and give him a share in the commission. He could see just how to do it.

Early the next morning he attended a sales meeting. The manager gave the boys a pep talk much like a football coach at half-time. He introduced the hero of the hour to the group. Heroes were selected in advance from those who had made sales the day or week before. The hero's function was to address the group and, to quote the manager's introduction, "tell the boys how you do it." A

battered second-hand piano was played, pep songs sung, and everything was done to raise the men to the highest possible emotional pitch. At the very peak of this the meeting ended and they were turned out "to knock 'em dead."

This was the straight commission period. Countless products were launched this way, direct to the home, depending on the reservoir of manpower and by stretching credit. While it represents a seamy side of selling, still from this experience and business environment sprang some of the greatest salesmen we've ever seen.

How about the large national organizations? Let's see how they profited from this manpower pool. They were able to hire young men out of college or high school at very low salaries, equip them with a car and some expenses. Then it was possible to place them in sales territories formerly covered by one man. Records show that from two to five of these new merchandise men were placed in each territory to achieve coverage. This was essential because companies were now spending money for national magazine and radio advertising. These men were to place point-of-purchase placards, posters, etc., that taught the merchant to tie in with the national advertising. They built displays and solicited business. We now had soap operas, baseball broadcasts and sponsored evening programs. From this type of experience and background came leaders of modern merchandising organizations.

No one wants a return to the difficult times of the depression, but now that it is past we can afford to look for what was good in all this. Actually there were some worthwhile results. Out of the economic fire of the times was welded the nation's best sales force.

The end of the depression began when Hitler started threatening the world's peace. Business picked up as it always does prior to a war. The depression was officially over when the war broke out in Europe.

The War Period-1940 to 1945

With the start of war in Europe, American industry began an expansion period unequalled in history. The development and expansion of sales stopped practically overnight. This was a natural reaction to the demand for war materiel. We became the "Arsenal of Democracy." Manage-(continued on page 99)

Calls for Salesmanship

velopment programs, more and better advertising and sales promotion support, greater assistance from headquarters in top-level selling to customers, improved customer service support. Third, the sales force should be as aware of costs as top management, and help to control costs. We want to help our salesmen be costconscious managers as well as top-notch salesmen."

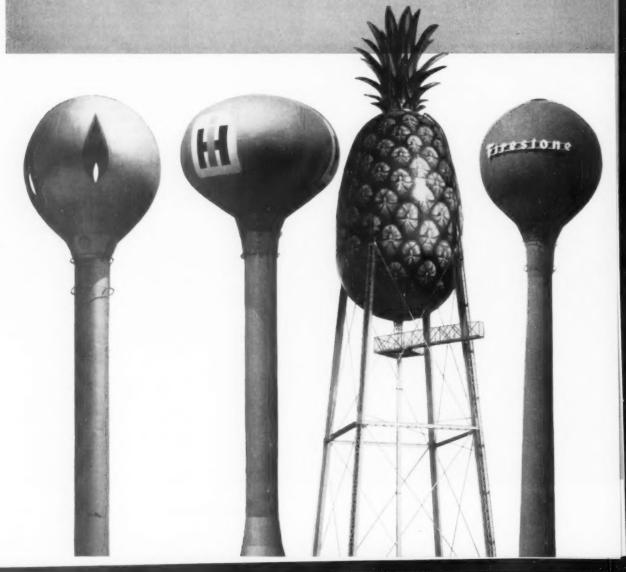
- E. H. Holt, vice president, Barber-Greene Co.: "We are planning to secure a bigger percentage of the market and are investing effort into expanding previous market levels by creative selling. Management effort is being expended on getting full-line coverage and full-territory coverage."
- Julian L. Smith, sales manager, United Co-Operatives of Ontario: "Don't worry about economic conditions. Until we have a much larger percentage of the market, we don't have to worry about having an apportunity to obtain more business."
- e Alan Magary, sales manager, Seth Thomas Clocks Division of General Time Corp.: "We now have strong TV advertising supporting our product. We have more dealer promotions in '61 than ever before. Our line is now the best-styled and most complete in our industry."
- e W. J. McCune, vice president, Sharon Steel Corp.: "Emphasis has been placed on the bigger share of established customers' requirements. By cutting out undesirable accounts we believe we will improve our sales in '61, by applying the rifle-shot approach and offering more concentrated services and attention to the customers' wishes."
- Ray F. Parker, manager-carbide sales, General Electric Co.:
 "While business is not good generally, there are a number of
 bright spots in the economy, and with the product innovations and
 new products which we have coming down the pike, there is no
 reason we should not make budgets."
- Thomas B. Lajeunesse, vice president, Rival Packing Co.: "Intensive market penetration with advertising, new products, better creative programs than competitors' are backing up our salesmen in '61,"

A CORPORATE IMAGE

For two generations, visiting mainlanders have been whipping out their Brownies and snapping each other at the foot of one of Honolulu's star tourist attractions. The attraction is a 55,000 gallon "pineapple" built for the Hawaiian Pineapple Co. 33 years ago. It's probably the most publicized water tank in the world and because of it, Chicago Bridge & Iron Co., which built it, has gotten

a lot of orders from company executives who took one look and muttered, "By gosh, we're going to make our water tank earn its keep!"

The pictures on these pages will give you a small idea of the diverse companies that threw their water tank problems at Chicago Bridge and killed two birds with a single stone: They got storage and they got a company symbol that silently sells year after year.



THAT HOLDS WATER

Chicago Bridge started soon after the Civil War as a highway bridge building business. (Its first contract was for a timber span arch at Oronoco, Minn.) But as years passed the firm's business changed gradually from structural work and bridge building to steel plate fabrication and construction. Today it erects huge refineries, vast chemical storage spheres, towering smoke stacks, blast furnaces and,

during World War II, big floating drydocks.

The water tanks pictured are actually a small part of the company's business. But they're examples of what Chicago Bridge calls its "Craftsmanship in Steel." And these tanks-that-advertise have brought in a lot of big special project orders that make them loom even larger in the company's affections.



WHAT'S UP? Or, who? (I. to r.)
Northern Illinois Gas Co., International Harvester Co., Hawaiian Pineapple Co., Firestone
Tire & Rubber, Gerber Products
Co., Tam O'Shanter Country
Club, and Libby, McNeill &
Libby. Conversation pieces all.

J. H. McFarland James Lees & Sons



H. W. Wilson National Biscuit



H. E. Mayer Peter Pan Foundations



J. H. Binns Armstrong Cork

How to Plan for

Planning for profits today means a lot more than just planning for big volume. As terms like "profit squeze," "cost cutting" and "sales-profit ratio" take on new urgency in most marketers' day-to-day operations, the relationship between sales and profits comes up for new study. The results often lead to drastic changes in marketing strategy.

The pure volume criterion is being scrapped-along with marketing practices that just don't justify their cost. Many firms are taking a closer look at manpower and distribution setups, shoring up the weak linksor eliminating them. New product possibilities are being analyzed as never before; now they must show valuable potential rather than mere safe acceptability. And unprofitable lines are being dropped—fast.

Profit-minded corporations are training their salesmen in more creative selling techniques, reorienting them to concentrate on lines and areas bringing the greatest return for the effort invested. In some cases companies which never before worried, as long as their volume was good, are now having to completely revamp their operations just to keep up, not to mention the long-range profit outlook.

The situation, and the problems, vary from industry to industry. Here, five top marketers, representing five different fields, outline their profitplanning programs, as dictated by the complexions of their particular industries.

J. H. McFarland Vice President and Marketing Director

James Lees & Sons Co.

The carpet industry is undergoing a tremendous change, with products calling for totally new manufacturing equipment that has rendered some of the existing equipment obsolete. Capital appropriation for new machinery and equipment is a must, and careful planning and development of products which will best satisfy consumer wants is very necessary if we are to achieve reasonable profits.

In evaluating our market strategy -a continuing effort-we will endeavor to open appropriate accounts in market areas where we are not adequately represented. In those markets where we now have accounts that have the potential to give Lees its rightful share of business in a market, but are not doing so, we will plan more creative selling on the part of our territory representatives to increase sales and profits, rather than add to our sales force and increase sales costs.

In light of the importance of in-

creasing salesman productivity to gain profit, we are planning for more sharply defined research as well as style and color research data that he can use in his daily efforts with department stores, furniture stores and carpet specialty stores across the country. Salesmen will be backed with more tools than ever, to assist them in creatively selling merchandise through our dealers. In turn, to raise his profits, the dealer will be given added point-of-purchase display material, sales training, retail advertising techniques culled from a vast supply of successful merchandising ideas gathered by our organization.

Periodic promotions of carefully researched fabrics that represent a real value to the consumer and will provide satisfactory mark-up for a dealer will spearhead Lees sales effort. This type of planned activity will concentrate effort in the mills and in the distribution chain. The momentum should stimulate sales of other Lees

We are confident that if we can show the dealer how to buy and sell our product profitably, James Lees & Sons will also profit.

Profits

Howard W. Wilson Director of Marketing National Biscuit Co.

At Nabisco we have found that display is a key factor in profit increases. Four years ago we began a study of the industry to discover a more productive, more profitable use of shelf space. The survey covered the products of 42 cracker and cookie companies in stores grossing \$800 million annually, including \$16 million in crackers and cookies. It involved 30 miles of store shelving in 157 U.S. cities. Among other things we discovered that:

- Eighteen percent of total space was unproductive, sometimes doing less than 2% of total volume.
- High-volume products were often out of stock during the heaviest shopping periods.
- There were far too many slowselling, unprofitable shelf-warmers some of them stale.
- Varieties with little or no potential were sometimes featured on special display.
- Some varieties were featured in an off-season when their potential was down 45%.

Results of the survey also showed the percent of shelf space enjoyed by each manufacturer, the percent of sales and profits of each, sales per row and foot, sales and profits by variety, turnover, return on investment, effects of special displays, etc.

Next, Nabisco began a 2-year program of tests and experiments to find proved methods of increasing the profit and productivity of space in its industry. Slow-selling duplicate items were removed; cramped fast sellers were given their rightful space; varieties were selected scientifically for special display, with consideration of potential and seasonal demand.

This study was conducted in a "let the chips fall where they may" manner. If slow-selling Nabisco products appeared, they were removed. The entire program was highly successful and resulted in sales and profit increases up to 25%.

Nabisco's field sales force of 3,500 was advised of the study and completely trained to offer this service to all food store operators throughout the country. Many chains and inde-

pendents have already benefited from the plan. Many food executives have stated that the basic principles apply to all commodities.

Herbert E. Mayer

Executive Vice President Peter Pan Foundations, Inc.

In planning for profits, the one lesson that must be taught is that sales do not always result in profits. The natural tendency of the sales manager, the regional sales manager and the salesman, simply to sell, must be channeled and contained by both directive and education, so that the sales that are produced are produced at a profit.

When the product to be sold is a highly advertised soft goods product which is sold by the manufacturer directly to more than 10,000 retailers through a large and sometimes unwieldy sales force, certain absolutes must be established. It is probable that in the years to come, we, at Peter Pan, will have fewer rather than more accounts which are potentially unprofitable-not necessarily those which are at the present time unprofitable. In practice, this more and more will come to mean larger minimum orders, insistence that a representative range of our products be carried, perhaps a willingness to sacrifice distribution in a "trading area" which is in fact only a "trading post."

Education for profit as well as education for selling will in the future play a larger part in our sales training program. Certainly the sales manager and perhaps the regional sales manager can be made aware that selling in itself is not enough.

However, even if we succeed in making "more profitable" sales, it seems highly unlikely, at least in our industry, that our profit will increase. The battle has been against decreasing profits brought on in part by services which even our best customers have come to expect as normal and which were unknown in the industry 20 years ago. We cannot charge our customer "a little more"; we must charge him a lot more if we are to charge him anything more—in fact, jump to the next price line. And in almost all cases, the competitive market will not sustain this.

It is, therefore, imperative that we plan for a lower cost in our normal distribution so that we can support these additional services. And this,

in turn, means a more acute awareness on the part of sales management of the profit problem.

J. H. Binns

General Sales Manager Floor Division Armstrong Cork Co.

An essential part of the modern concept of profit planning utilized by Armstrong is the close coordination of every phase of our diverse operations toward a common goal. Full realization of the profit potential depends on whether countless decisions made by research, manufacturing, sales, advertising, and many other specialties are correct more times than not. In short, the actions of everyone in a business organization have a definite relationship to profits-or the lack of them. We have found that there must exist an intense personal concern for profits—an individual responsibility for making an enterprise successful.

Because profits are achieved only when sales income moves upward from the break-even point, the sales manager has the dual job of constantly exerting pressure on the sales curve as well as the cost curve. The key to this dual role is to have a flow of reliable information, supplied by staff specialists such as engineers, production planners, purchasing agents, economists, accountants, and many others.

Working within this general framework, the Floor Division concentrates on making contributions to the company's profit picture by increasing sales volume at established prices while keeping selling expenses in line. Profits are also planned for—or programmed—through a budget control system aimed at eliminating waste by improving methods and by introducing new technological developments. This is a challenging task and it is generally conceded that there are no easy solutions or magic formulas.

Basically, the main objective of the salesman is to inspire the customer's confidence—this is the key to increased sales over the long range. We have found that it is important for him to have a quality product that consumers want, a serviceable organization behind him, and a price level based on soundly engineered manufacturing techniques.

When a profit squeeze occurs, increased sales volume can be a major contributing factor to attaining satisfactory profit level. However, increased profits obtained when advertising is cut back or when research is eliminated is disastrous to long-range growth. ◆

2nd Quarter Pick-up to Lead to 4th Quarter Highs

Out of the gloom are coming some signs that point to an easing up of the profit squeeze, with new highs in GNP and retail sales likely by late fall.

By PETER B. B. ANDREWS
Chairman, Future Sales Ratings Board

Business statistics make poor reading at the present time. We have the effects of unemployment, recession in some of the heavy industries, continued inventory liquidation—and a winter of the worst weather in history throughout most of the nation.

However, a moderate but significant rise is expected to develop in the second quarter and SM's Future Sales Ratings Board sees retail sales and gross national product moving upward as the year progresses to reach new-high annual rates by late autumn.

The higher rate of employment likely should revive confidence and create renewed consumer demand for durable as well as soft goods. Further stimulus will come from such developments as the acceleration of Government spending programs, espe-

cially defense contracts, flood control, and highway building.

In other areas, the Federal Reserve System is moving aggressively to make credit easily available and lower its cost, to encourage more borrowing for home-building, new plants and modernized equipment. Pressure is being placed on home mortgage rates through reduction in FHA's charges, easing of housing credit and official "campaigns" talking down mortgage rates. Unemployment insurance is being extended to workers who already have used up their state benefits, and liberalization of the program is being pushed. Flow of Government funds to individuals who might be in most need is being accelerated by orders to hasten payment of dividends on veterans' life insurance and of tax refunds.

Improved business and consumer sentiment which is expected to accompany higher employment this spring should help loosen the purse strings of the many well-heeled consumers and businessmen. The construction industry, which accounts for the huge total of 15% of gross national product, is expected to lead the way toward the stronger business trend, with significant improvement also coming from the huge steel, automotive and textile industries. Defense spending and the economic philosophy of the new Administration should stimulate a trend to rebuilding inventories.

▶ The board views the period ahead as highly competitive, with a number of weaker companies likely to fall by the wayside. Economic survival in many instances will require greater advertising and selling effort, and this is expected to be reflected in the largest advertising outlays in history—up to more than 12 billion dollars, or about 5% more than in 1960, and double those of ten years ago.

Such heavy expenditures, as well as favorably developing economic influences, have resulted in the board's assigning a majority of the 116 industries listed in the Future Sales Ratings tabulation four stars or better, depicting a very good relative outlook. The spring consensus of the 314-man board of analysts of Future Sales Ratings, based on re-analysis of these industries' sales potentials, shows a wide variety of changes, as indicated by the up- or down-pointing arrows alongside the ratings. (An unfavorable interpretation definitely is not implied in the down-arrow symbols; the decreasing rating largely reflects the rising comparative base of sales, which makes big gains of 1961 over

(continued on page 46)

FUTURE SALES RATINGS . . . for April, 1961

In the 116-industry table below, the sales prospect rating has just been raised when the arrow \uparrow next to the \bigstar points up. The arrow \downarrow pointing down means the rating has just been decreased. All other ratings are unchanged from the previous quarter.

Marie to David the Zolder

Key to Relative Size Ratings Ke

(By Industry sales volume)

A-\$10 Billion and Over

B-\$7 Billion to \$10 Billion

C-\$4 Billion to \$7 Billion

D-\$2 Billion to \$4 Billion

E-\$1 Billion to \$2 Billion

F-One-Half Billion to \$1 Billion

G-Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the median (***), which indicates approximately no change in relation to the corresponding period of the preceding year.)

**** Best Relative Outlook

*** —Very Good Relative Outlook

*** -Good (Medium) Relative Outlook

** -Fair Relative Outlook

-Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Reting for 2nd Otr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Oir. (See Above Key)	Sales Prospect Reting for Next 12 Mos. (See Above Key)
Advertising	A	****	****	Luggage	G	†***	****
Air Conditioning	D	***	****	Lumber & Wood Products	A	†***	↑***
Air Transportation	E	****	****	Machine Tools	F	****	****
Aircraft Sales	C	***	^***	Machinery (Agric.)	E	***	****
Atomic Energy	F	****	****	Machinery (Ind'l.)	8	****	****
Auto Sales (New)	A	****	1***	Materials Handling	D		****
Auto Sales (Used)	E	****	^****	Medical and Dental Care	A C	1***	1***
Auto Tires	A	British British	****	Metal Containers	E	****	****
Baking	Ď		***	Metals (Non-Ferrous)	c	**	****
Banks (Revenue)	E	1444	1***	Missiles and Rockets	D	****	****
Beer	c	***	****	Motion Pictures	E	***	J**
Boating	D	****	****	Musical Instruments	G	****	****
Building (Heavy)	A	****	****	Office Equipment	C	****	****
Building (Residential)	C	***	****	Oil Burners	E	†***	****
Candy & Chewing Gum	E	****	****	Oil (Cooking)	G	***	***
Canned Fruits & Vegs	E	****	****	Oil Equipment	D	**	****
Cereals	G	***	***	Packaging & Containers	E	Printed SE	****
Cigarettes	Â	inhering.	12222	Paint Paper & Products	č	***	***
Cigars	Ğ	State of the least	***	Personal Care	D	****	*****
Clothing (Men's, Women's	•	THE CASE OF		Photographic Supplies	G	****	****
& Children's)	A	144	****	Plastics	E	****	****
Coal (Anthracita)	F		*	Plumbing & Heating	C	**	****
Coal (Bituminous)	D	**	****	Printing & Publishing Equip	F	**	****
Coin Machine Sales	D	****	^*****	Radios	F]***	↓**
Commercial Printing	E	****	****	Railroad Equipment	D	**	***
Cosmetics	E	***	****	Railroads	В		***
Cotton Textiles	A	**	^****	Refrigerators	E	**	****
Dairy Products	D	****	****	Restaurants & Bars	A		****
Department Stores	A	***	****	Restaurant Equipment	E	****	1****
Diesel Engines	E	British Ball	***	Rubber Products (Incl. Cement)	D	***	****
Drugs & Medicines	ċ	1***	1***	Security Financing	F	***	****
Dry Cleaning	E	****	****	Shipbuilding	F	***	****
Education	F	****	****	Shoes	C	L**	****
Electrical Eq. (Industrial)	C	***	***	Silk Textiles	G	***	***
Electrical Eq. (Consumer)	D	以大大	***	Silverware	G	l**	***
Electronics (Military)	E	****	****	Soap	E	***	**** 1****
Exports	A	****	^*****	Soft Drinks	F	***	****
Farming	A	***	***	Sports & Sporting Goods Steel & Iron	C	22	****
Flour Processing	A	***	****	Sugar	A	***	****
Food Processing	Ĝ	British .	**	Surgical Equipment	Ğ	L***	I***
Gasoline & Oil	C	****	****	Synthetic Textiles	E	**	****
Glass & Materials	D	****	^*****	Television		**	***
Government Procurement	A	*****	*****	Toothpaste & Mouthwashes	G	***	****
Groceries	A	****	****	Toys & Games	E	***	****
Hardware	D	****	^*****	Trailers (Auto)	G	**	****
Hotels	D	***	****	Travel & Vacations	A	****	****
House Furnishings, Floor			1****	Travel Overseas	D	***	^***** *****
Coverings, Furniture, etc	B	1*** 1***	****	Trucks Utilities (Electric)	C	***	****
Household Products (Misc.)	C	A A A	***	Utilities (Gas)	D	****	*****
Instalment Financing	c	222	****	Utilities (Telegraph)	6	***	***
Insurance	A	****	****	Utilities (Telegraph) Utilities (Telephone)	c	****	****
Jewelry & Watches	Ê	**	***	Vacuum Cleaners	G	**	***
Laundries	F	**	**	Washers (Household)	F	**	****
Liquor (Alcoholic)		****	****	Woolens & Worsteds		1**	^****

Note: Future Sales Ratings are especially copyrighted by SALES MANAGEMENT, 630 Third Avenue, New York 17, N. Y.

1960 more difficult to achieve.)

Bulwarking the nation's buying power and presenting an attractive target to marketing executives are the strong over-all financial conditions of the consuming public and of business generally. In the case of consumers, even though their outlays have been running close to all-time highs, liquid assets have climbed to a new peak. Consumers now have an estimated total exceeding \$600 billion in savings reserves of various kinds.

The strong stock market of recent months has added further reserve buying power of approximately \$420 billion to the consumer aggregate. This represents a further great reservoir of potential buying power. Compared with the combined aggregate of \$1,020 billion (savings and corporate securities of consumers added), total consumer debts approximate \$215 billion, including mortgages, installment and other consumer debt, leaving the public a liquid-asset total of around \$805 billion, equal to more than three full years of total national retail sales.

Similarly, from an over-all viewpoint, the business structure of the country is powerful, and well able to handle heavy expenditures for advertising and selling, as well as for

new products and expansion and modernization. Net working capital of the nation's corporations now approximates \$136 billion, compared with \$130 billion a year ago.

The over-all favorable nature of the national business financial structure exists at a time when the long profit squeeze may be easing. This will tend to increase businessmen's optimism. The board anticipates a lightening of the decline of profits in the first half of '61, followed by recovery in the second half. Corporate profits are expected to approximate the 1960 total, but with a reversal of the pattern of that year, in which the squeeze grew : arper as the year progressed. (Corporate profits after taxes were at \$25 billion in first quarter 1960, the highest first-quarter rate in history.) Labor costs are expected to rise, but not as high as in 1960.

▶ While the prospects for later this year point to higher profits for business, the board finds no letup in plans to buy cost-cutting machinery and otherwise pare operating costs. By the same token, selling and promotional efforts are being increased, making for the favorable combination of potentially higher sales and holding down of operating costs.

Even in the unfavorable business atmosphere of the third quarter of '60, corporate dividend payments reached the highest annual rate in history up to that time-\$14 billion.

Similarly, despite the extensive talk of business decline in the first quarter of 1961, businessmen's expenditures for new plant and equipment, at an approximate \$35 billion annual rate in the first quarter, did not fall off sharply from the \$35.7 billion pace of the full year 1960.

Showing further evidence of businessmen's confidence in vigorous growth for the years ahead, the business population is likely to expand this year to the extent of about 40,000 additional business firms.

Expenditures for new-product research also reflects confidence. Such research and development will result in better older products and a variety of new ones. Last year's spending in this field approximated \$13 billion, up more than 500% in the past decade. The board expects this year's spending on new-product development to tack on another billion dollars over the '60 total. And, we have not yet felt the full benefit of the huge totals spent on research and development



Write on company letterhead for "1960 Major U. S. Markets Analysis" Brochure of all 300 Metropolitan Markets.

ensboro News and Record GREENSBORO, NORTH CAROLINA . Represented Nationally by Jann & Kelley, Inc.



Project your ideas in a BIG WAY!

Use the AO Opaque Projector to put over your sales and advertising presentations in a big way! You can project any opaque material from postage stamp size to 10" x 10" onto a big, brightly illuminated screen.

The AO Opaque Projector helps you show what you mean so your audience gets the message quickly and emphatically...saves you time, saves you money. You can eliminate costly, hand-lettered flip charts. You simply project actual source material such as sales charts, graphs, maps, budget figures, ad layouts, ad schedules, ad proofs, magazine and text-book pages...almost anything that's flat and opaque.

The AO Opaque is rugged and lightweight... weighs only 29 lbs.... carry it anywhere... just plug into any standard 110 V outlet and you're ready to go...no special operating skills needed! American Optical quality means years of troublefree use. Send for information, now!

American Optical Company

Instrument Division . Buffalo 15, New York

projects over the past ten years.

The marketing base (and therefore the potential demand for most products) is expanding as population continues to reach strong new highs. Pushing close to the 182 million mark, current population is up about 3 million over 1960's total.

Prosperity of this population is, of course, an essential for business success, and such prosperity seems definitely to lie ahead. Personal disposable income has recently been down slightly from its peak, but it is expected to improve in the second quarter and reach new highs in the second half of '61. The board believes that for the entire year '61, total disposable income of the public will be up about 3.6% over that of '60.

▶ The various preceding plus-factors are encouraging, but, of course, there's another side of the ledger which presents problems.

Extensive unemployment is chief among these problems. The burden of carrying the unemployed is great, and as automation spreads it will be difficult to keep down the levels of non-workers. The moving of some production to overseas plants, as well as the constantly growing total labor force adds to pressures on the unemployed ranks. The Federal Administration is taking remedial steps, as previously outlined, but the board expects some noteworthy improvement in the unemployment situation from the better economic situation visualized for the months ahead.

Productive overcapacity worries some analysts. It is now at a strong new high, and expansion goes on firmly despite the over-all business dip. A great deal of current capacity, however, is obsolescent or obsolete, and modernization is not only indicated, it is a must for survival in hardening competition. Moreover, with operating costs high, many businessmen are turning to modern plants to relieve pressures on profit margins.

World competition and gold outflow represent unfavorable points. Inflationary pressures effected to a large extent by our high and rising labor costs have made it difficult to compete successfully with low-cost foreign goods, both here and abroad. However, foreign countries for the most part are now experiencing extensive wage increases, too, and American Government efforts to improve trade with other countries are expected to help. Our export balance over imports has improved over the unfavorable levels of recent years, and our balance-of-payments situation has improved sufficiently to slow down our gold outflow.

NEW COMPACT UNIT FOR



COMMUNICATOR
THE-DESK-TOP SALES THEATRE ...

Demonstrates your products, displays your services, visually—AND narrates your story dramatically . . Assures interest, leaves a lasting impression, turns prospects into customers. Makes everyone a perfect salesman.

Excellent for desk top or small group viewing —without room darkening. Sets up in seconds. Assures high fidelity sound and picture brilliance. Simple to operate. Ideal for business, industry, education.

The portable C.O.C. COMMUNICATOR combines rear view film strip projector, built-in screen and 4-speed phonograph in a small, attractive attache case. A versatile quality-engineered unit at most reasonable cost.

Handles up to 12" records (20 min. play at 33½ rpm without turning records) - High gain amplifier for perfect quality & sound volume " Large 8" x 6" patented Lenscreen for wide angle viewing - Precision optics - One knob framing with click stops - Storage space for records, film strips, etc. • AC, 110/120 v - Overall 19" x 13" x 5½" • Abt. 15 lbs.
 Fully guaranteed.

. . . for those who do not require sound:

C.O.C. "EXAMINER"

FILM STRIP PROJECTOR with built-in screen in handy luggage-type case—for effective visual presentations.

. . . for economical slide demonstrations:

COC EXECUTIVE

PRESENTATIONS,

— MADE EASY
WITH THIS PROVEN
SALES AID.



35mm slides may be worked into an effective action-stimulating sales message. Projector, automatic slide changer and screen in a small compact unit. Sets up in 3 seconds for group viewing in fully lighted room. Simple to handle, easy to carry.

 Precision optics • Patented 8" x 8" Lenscreen for wide angle viewing • Holds up to 3 magazines (36 stides ea.) for indiv. or sequence showing • Rugged aluminum unit • AC-DC, 100-125v. Only 6 lbs.

Used by leading corporations & institutions!
WRITE NOW for illustrated literature & name of dealer nearest you!

C.O.C

37-19 23rd Avenue, Long Island City 5, N. Y.

How Conmar Opened Up A Jammed Market

Conmar Products had wide sales in industrial zippers, but even with its new No Snag zipper it knew competition would be tough in the consumer market—Talon had 90% of this market.

A program selling Conmar's "difference" was needed.

To compete successfully in a market already dominated by a strongly entrenched brand, a manufacturer can do one of two things: He can wheeland-deal price (this is easy, but self-defeating), or he can find or create a "differential"—a unique something that distinguishes his product from any other—and then promote it for all it's worth.

But to do the latter effectively he must be careful. To begin with, the "differential" must be a real difference. It must be dramatic enough to win customer acceptance outright, and sturdy enough to hold up under longinge sales planning. It must be

something the competition can't copy or adapt. And it must be backed up with imaginative and decisive marketing support. In the case of the Conmar No Snag zipper, the company found the answer in the development of strong product identity, based on a unique difference in our product.

Last year, Conmar Products Corp. (Newark, N. J.), one of the largest suppliers of zippers to industrial markets, and manufacturer of the Conmatic No Snag zipper, and the American Thread Co., largest manufacturer of thread for both industrial and consumer markets, joined forces to produce the No Snag zipper as a new

brand for the consumer market. A new corporation, Conmar-American, Inc., wedding two distinct merchandising personalities, was created for this purpose, and staffed by executives from both parent companies.

"Early in the planning stage we decided to market the zippers on the basis of the difference," says E. F. Mescall, vice president and general manager. "We began with the knowledge that there was a big consumer market for a 'no-snag' zipper. Each year over 50 million zippers are purchased by the 30 million or so American women who sew at home. Before embarking on the new marketing venture, we surveyed home sewers in eight leading markets to find out if the brands then available were fully satisfying their needs. Women were queried in New York, Boston, Dallas, Chicago, Cincinnati, Atlanta, Los Angeles and Seattle. Out of this group, 40% expressed dissatisfaction with zippers then available. In addition, we went to fashion and home economics authorities: 1,000 women's page editors, women television and radio commentators, and home eco-nomics department heads of leading colleges were queried about the chief complaints about zippers. More than 700 of them responded, and of these, 79% named snagging zippers as number one on their list.

More than 350 million Conmatics in all price ranges have been sold to leading manufacturers, including Jantzen, McGregor, Levi Strauss and Hattie Carnegie. Since the product had been thoroughly tested over a period of years, good acceptance by consumers was expected right from the

To strengthen the new brand's marketing position, all of the features home sewers expected—and a few they had never had before—were incorporated into the new product. It was made available in a full range of



PACKAGE AND DISPLAY emphasize that the No Snag solves the basic problem in zippers. Conmar claims that its unique slider pushes fabric aside as it moves, preventing snagging and puckering—consumer complaints of other zippers.

Who developed

a cellophane with greater transparency than any other?

a cellophane that heat-seals at lower temperatures than any other?

a cellophane that cuts meat wrapping costs up to 10%?

a cellophane that keeps potato chips and other high oil-content foods saleable 50% longer?

a cellophane that withstands sub-zero temperatures for months without shattering?

a cellophane that is completely impervious to grease?

a cellophane that gives tough, tight wraps for the largest, boniest cuts of meat?

a cellophane that keeps cupcakes, pound cakes and jelly rolls fresh 12 days instead of 7?

a cellophane that stays clear and sparkling under constant refrigeration?

a cellophane that assures maximum resistance to cockling?

a cellophane that combines greater economy, stability and durability than any other?

Olin did.

Strong claims? Of course, but each is backed by exhaustive laboratory tests or actual customer reports.

And we're working constantly to develop other new cellophanes to give your product maximum protection and sales appeal.

If you have a cellophane packaging problem, see your Olin representative or converter. We probably have just the cellophane to meet your specific needs. If not, chances are, we're already working on it.



sizes, types and colors. Tapes were "color-mated" to American Thread's Star Mercerized thread. The product won both the Good Housekeeping Seal of Approval and the approval of the U.S. Testing Co., Inc.

In this initial phase Conmar had some difficult problems to face: It had to launch the new product in a market already "sewed up" by thoroughly entrenched competition (90% of the market), and it had to build a strong consumer image overnight for a brand new company. Market-ing plans included direct sales to major outlets, department store notions counters, chain variety stores, and distribution through jobbers to independent yard goods stores.

Product design and packaging would be extremely important in achieving the marketing goal. To begin with, in this business it is packaging that sells the product. Zippers, thread, etc., offer little visual difference from product to product. Λ manufacturer must rely on the package, good or bad, to tell the consumer what she wants to know about size, use, and effectiveness. Together, Conmar and its design consultant, Gerald Stahl, Inc., of New York, worked out

design criteria-all the things that the slogan for Conmar should eventually

It must convey the message that the product is new, snag-proof, fashionwise, guaranteed to work and a cinch to use-and it must say these things at a distance of several feet (for flash recognition by the most myopic shopper), and in every conceivable display position.

Graphic design had to convey the idea that sewing is fun. Conmar wanted a light-hearted look to offset fears some sewers might have about the work involved. It also wanted the color scheme to achieve a functional purpose: to aid in shopper selection and in dealers' inventory

Graphic design, for packaging, display and for use in advertising, translates into visual terms the marketing statement for the Conmar No Snag zipper. The designers found this graphic emphasis in a flowing zipper motif executed in two complementary shades of red and blue. The "tracks" of the zipper join at the bottom, open at the top. Color values are such that the design is equally distinctive whether executed in color for packaging and magazine advertising, or in black and white for newspapers and television.

▶ When massed for display, the packages offer an appealing range of colors, with a different top panel for each size and type. All information is clearly marked.

The display unit, called "Flex-C-Unit," is one of the most versatile ever designed for this market. It can be mounted on a pedestal, on a counter, on the wall, used separately, in combination, or back-to-back. It doubles the display value of available counter space and is being welcomed

with open arms by dealers.

Advertising of the new Conmar No Snag zipper also features a new approach to this market. In addition to the use of pattern and home service magazines, ads are being featured in regional editions of Life, with store

'No sales manager in history has ever been known to say that sales of a new product were less than 'greater than we expected,' admits Conmar's V-P Mescall. "Yet the fact remains that ours were. The reception our salesmen have already received shows conclusively that both stores and customers are ready for a new zipper line, if merchandised aggressively enough to get attention, and dramatically enough to bring home the unique qualities of the product."



Akron, Canton and Youngstown Counties are not included in above sales

\$1,977,224

498,319

59,441

368.264

161.669

TOTAL (000)

\$4,324,913

1,080.254

151.928

726,040

306,635

HERE IS THE

ONE OF 35

ENTIRE STATES

COMPACT MARKET

WITH RETAIL SALES

LARGER THAN ANY

Represented by Cresmer & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles. *Source: Media Records Member of Metro Sunday Comics and Magazine Network.

\$2,347,689

581.935

92 487

357,776

144.966

121,723

Source, Sales Management Survey of Buying Power, May 10, 19601

COMMODITY

Retail Food

Retail Drug

Automotive

Gas Stations

Furniture, Hsld. Appliances

Total Retail Sales



THE NEW 707 ASTROJET JET AGE: STAGE II

Now offered in regular transcontinental passenger service, American Airlines' new 707 Astrojet brings you a new standard of jet performance by the airline that's *first* choice of experienced travelers.

Powered by revolutionary new Jet-Fan engines, the 707 Astrojet greatly outperforms all other airliners. It takes off more quickly, uses far less runway than the best of standard jets. Aboard it, you experience a wonderful feeling of confidence as the Astrojet climbs swiftly to

cruise easily, smoothly, within the transonic range—faster than any other jetliner in the world.

In keeping with its 25-year tradition of leadership, American is proud to be first in bringing you this new dimension in jets—this historic new era in air travel.

AMERICAN AIRLINES America's Leading Airline

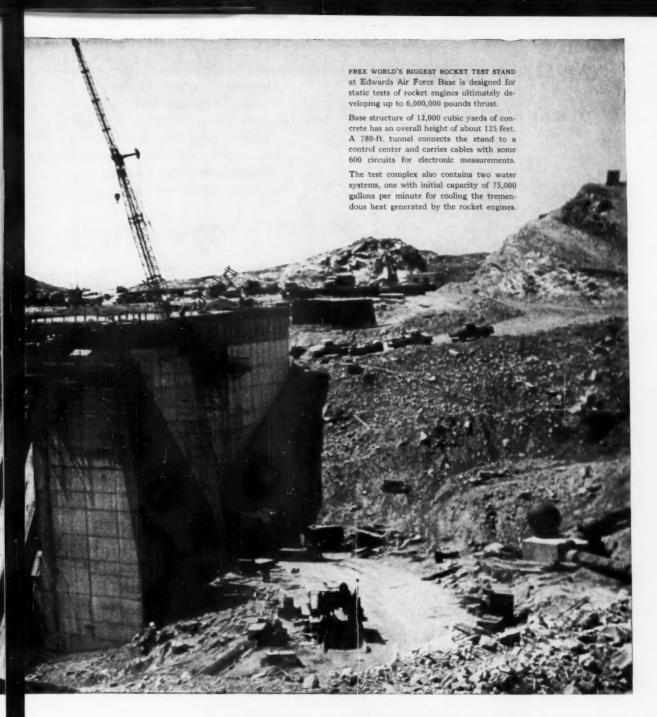


DYNAMIC, INSPIRATIONAL, INFORMED, SUCCESSFUL...

That's Brig. Gen. Robert G. MacDonnell, Division Engineer, U. S. Army Engineer-Division, South Pacific, in charge of design and construction of missile-test installation at Edwards Air Force Base, California.

The strange new shape blossoming in the desert behind him will soon be a landmark in the race for space. It's the U. S.'s biggest rocket-test stand, capable of withstanding the 3,000,000-lb. thrust of two huge Saturn rocket engines—part of the cluster of eight designed to land men on the moon. It's a project that calls for bold new design and

construction ideas—and men able to turn them into reality. Gen. MacDonnell, West Point '34, and holder of a Master of Science degree from the University of California, is an old hand at bringing new ideas to life—and in imparting them to others. Today he heads a construction agency of 18 officers and more than 3,000 civilian employees responsible for 54 Army and Air Force installations and 39 civil works projects in a program running to more than \$150,000,000 a year. As Division Engineer, he directs programming, budgeting, financial and general management of all phases of these gigantic activities. He wears the



Legion of Merit, the Bronze Star Medal as well as the Army Commendation Ribbon.

Men like Gen. MacDonnell—the men under the hard hats who are everywhere building the future America—have to keep abreast of new developments in all phases of construction. These are the men who turn each week—as part of their jobs—to Engineering News-Record for the latest news on the equipment, materials, machinery, money and manpower they need in their work. These are the men you reach when you advertise in Engineering News-Record.

Read weekly by <u>all</u> the men who wear construction's hard hat:



ENGINEERING NEWS-RECORD

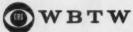




McGRAW-HILL PUBLICATION 330 WEST 42ND STREET, N. Y. 36, N. Y. Spring—and Florence—
have arrived.

The climate's right for Florence,
symbol of the new South.

Industrial plants bloom and agriculture thrives in
this unique area, where our tv signal
blossoms in the nation's fifth largest
single-station market—without
significant outside distraction.



Florence, South Carolina Channel 8 • Maximum power • Maximum value Represented nationally by CBS TV Spot Sales A Jefferson Standard Station affiliated with WBT and WBTV, Charlotte.

AIR CARGO

trans-Atlantic rates: big question mark . . . Don't pin your hopes on a rate war in trans-Atlantic air freight-regardless of recent news reports and advertisements to that effect. . . . True, rates have been a big question mark since the inconclusive breakdown of the International Air Transport Assn. rate meeting a few weeks ago. But as the expiration date for current IATA rates draws near, it becomes evident that air shipping prices won't just fall apart. . . . Observers do agree, though, that rates are sure to come down as a result of the failure of trans-Atlantic carriers to agree on standard rates. And rates will probably be unstable for a while, making it tough for marketers to pin down exact costs of overseas air distribution.

Here's why a cut-throat war is unlikely: Carriers must have their rates approved not only by their own nation, but by the countries to which they fly. As all important destination countries have air cargo carriers of their own to protect, it's almost like having to get your price okayed by the competition. . . . And, if real trouble appears to be brewing, it is virtually positive that Government regulatory agencies will step in to keep carriers from hurting themselves.

... but jet cargo age comes a step closer

Long-awaited military support is now thrown behind the development of a jet cargo plane, with a \$1-billion Air Force order for 100 jets to be developed by Lockheed. So far, civilian carriers have been mum as to whether they consider this to be the plane that will really open up the lower-rate jet cargo age. . . Lockheed has this much in its favor: Uncle Sam will pay the development bill, and delivery date (1965 or so) would appear to fit in with most airlines' plans for cargo expansion. But as yet Lockheed can't offer what the carriers are really waiting for-a complete high-speed mechanical ground cargo handling system to complement the jets.

BRANDS

shelf-space battle may be probed

Battle for supermarket shelf space between national brands and private labels may be explored by a subcommittee of the House Small Business Committee. This group, headed by Rep. James Roosevelt (D., Cal.), investigated food distribution last year and touched on the shelf-space problem in a report which termed it "a matter of growing concern for food manufacturers, processors and others because control of shelf space is control of the market place, and the denial of a nationally advertised brand from that shelf space is a denial of that brand of access to the market place."

The touchy subject of national vs. local ad rates may need an airing, Rep. Roosevelt recently hinted. He remarked that when a chain promotes its own private brand, it receives the low local rate and "can get almost twice the advertising mileage that the canner can get." He commented that this facet of the problem "has never been explored."

TIE-INS

oil, tire makers fight to protect joint promotions Four big oil and tire makers are going on the defensive to protect a time-worn, profitable sales practice: joint selling of tires, batteries and accessories (TBA) to service station dealers. After five years of probings and hearings, the FTC recently outlawed the contracts under which Goodyear and Firestone pay commissions to Shell and Atlantic for promoting their TBA. . . . The companies are appealing to the courts, fighting for time. Win or lose, these effective delaying tactics will give all oil and tire marketers possibly another five years of joint selling before the Supreme Court rules.

What's illegal about it all, FTC decided, is that the sales commission contracts unlawfully injured competition at all levels of TBA distribution. Some highlights of the FTC ruling: The oil firms were paid 7-1/2% or 10% commissions, but incurred no expenses of financing, warehousing or delivery; Shell and Atlantic coerced dealers to buy sponsored TBA; the tire firms benefited from joint merchandising programs, credit card facilities, and "double-team" sales calls on dealers.

SELLING

new light shed on exclusive sales deals New light and legality are now thrown on a controversial selling practice -- the long-term exclusive supply contract. It's not illegal unless it "forecloses competition in a substantial share" of the product line in a particular market. That's the recent 6-2 decision of the U. S. Supreme Court in a case involving a coal company's repudiation of a 20-year contract it had signed to supply fuel to a utility.

The background: Nashville Coal signed a 1955 contract with Tampa Electric to furnish \$128 million of coal over 20 years, agreeing to make a \$7.5-million capital outlay to fulfill the pact. The sales price was below the current market, but allowed for future increases in labor costs. . . Later, the coal concern tried to back out of the deal, claiming the contract was illegal and not binding on either party. The customer sued, and a lower court let the coal marketer break the contract on grounds it was illegal and unenforceable. Now the Supreme Court verdict is regarded as setting an important precedent, clarifying a fogbound area of anti-monopoly law.

missile maker ads under fire again

ADVERTISING Advertising by defense contractors is drawing fire again. Latest to take to the warpath against the missile makers is Sen. Howard W. Cannon (D., Nev.), well-placed as a member of both the Armed Services and Aeronautical & Space committees. He recently charged that defense contractor advertising hits \$500 million a year, at taxpayer expense: "The American people are paying this bill. I am sure they would be highly displeased to learn that the beautiful 4-color printing exhibits which appear in our popular magazines and newspapers praising the wonders of a defense product were actually paid for by their tax dollars. " . . . The munitions marketers are suffering in silence at the latest outburst. In the past they have pointed out that ad costs are not charged to defense sales contracts but are paid for out of profits.

Results for Advertisers

In an era when competition is so stiff it crackles ... when the squeeze is on profits, and waste is a luxury no one can afford... when advertising must produce sales . . . statements like these can be a beacon pointing the way for the alert marketer:

"Dealers tell us our Look ad for typewriters brought more customers into their stores than any other ad we ever ran."—Remington Rand.

"We introduced our new watches exclusively in LOOK and our sales shot up so far we had to increase our production force 35 per cent."— Elgin National Watch Co.

"Running more Norelco shaver advertising in LOOK than in any other magazine in the past seven years, we boosted sales by over 300 per cent and increased our share of market by over 80 per cent."—North American Philips Co., Inc.

"Again and again, dealers tell us about customer requests for specific floor patterns after these patterns are advertised in Look."—Kentile, Inc.

"We introduced the Varaflame in Look and in less than 18 months it became America's top-selling lighter above the low-priced field."—Ronson Corp.

"Our campaign, exclusive in Look, was the key factor in the sellout of our entire crop of frozen

boysenberry juice."-Knott's Berry Farm.

"Our first Look ad paid for itself 100 times over in record-breaking mattress sales, with volume up 100 per cent."—Slumberland Products Co.

"On the strength of our first Brioschi Antacid ad in Look, we opened a new chain outlet which has taken on huge inventories of Brioschi."—Ceribelli & Co.

"Our Steero Bouillon sales increase during the first month of Look advertising was more than double our normal rate of growth."—American Kitchen Products Co.

"Our second Look ad for our houses produced over 6,000 responses in six weeks, and we're still getting 15 to 20 a week—six months after the ad ran."—Arbor Homes.

Big companies and small. Hard goods and soft. National markets and regional. Whatever the product or service, wherever it's sold, Look plays an important part in making the sale. Look's documented ability to produce sales — actual, measurable, cash-in-the-register sales — is one reason why more and more advertisers are turning to Look... why Look, in the past year, gained more advertising revenue than any other magazine in America.



The Exciting Story of People - 25th Year of Publication

These 201 new accounts in 1960 underscore the advertising shift to "U.S.News & World Report"

AETNA CASUALTY AND SURETY COMPANY AIRWAYS CLUB, INC. AJUSTO EQUIPMENT COMPANY ALBERTA- DEPARTMENT OF INDUSTRY AND DEVELOPMENT ALITALIA ALLIED CHEMICAL CORPORATION ALLIED CHEMICAL CORPORATION National Aniline Division AMERICA FORE LOYALTY GROUP INS. COMPANIES AMERICAN AIRLINES, INC. AMERICAN EXPRESS COMPANY Credit Card Division Travelers Cheques Division AMERICAN LUGGAGE WORKS, INC. AMERICAN MUTUAL LIABILITY INSURANCE CO. AMERICAN ROLEX WATCH CORP AMERICAN SAVINGS AND LOAN ASSOCIATION AMERICAN SEATING COMPANY ANELEX CORPORATION ARKANSAS INDUSTRIAL DEVELOPMENT COMMISSION ATLAS VAN-LINES, INC. AUBANEL PUBLISHERS AUSTRALIAN GOVERNMENT TRADE COMMISSION

BAHAMAS DEVELOPMENT BOARD
BERNARD, ROY, CO.
BEVERLY HILLS FEDERAL SAVINGS AND LOAN
ASSOCIATION
BLACK, WALTER J., INC.
Classic Book Club
BOHN DUPLICATOR COMPANY
BORSIG AKTIENGESELLSCHAFT
BROOKS, EZRA, DISTILLING COMPANY
EZRA BROOKS BOUrbon Whiskey
BROWN-FORMAN DISTILLERS CORPORATION
Early Times Bourbon Whisky
BUDD COMPANY

C. I. T. FINANCIAL CORPORATION
CALIFORNIA FEDERAL SAVINGS & LOAN ASSOCIATION
CALUMET & HECLA, INC.
CARILLON IMPORTERS, LTD.
Grand Marnier & Cherry Marnier Liqueur
CARRIER CORPORATION
Carrier Air Conditioning Company
CENTRAL & SOUTH WEST CORPORATION
PUBLIC SERVICE COMPANY OF OKIAHOMA
CHEMICAL BANK NEW YORK TRUST COMPANY
CHRYSLER CORPORATION

CHRYSLER CORPORATION
Plymouth-De Soto-Valiant Div.-De Soto
Simca, Inc.
CINCINNATI GAS & ELECTRIC COMPANY
CITY PRODUCTS CORPORATION
Butler Brothers
COLORADO FUEL AND IRON CORPORATION
COLUMBIA BROADCASTING SYSTEM, INC.
COLUMBIA BROADCASTING SYSTEM, INC.
COMMONWEALTH SHOE & LEATHER CO.
CONTAINER CORPORATION OF AMERICA
CRUCIBLE STEEL COMPANY OF AMERICA
CRUCIBLE STEEL STEEL

DELTA AIR LINES, INC. DE VILBISS COMPANY DILLON READ & CO., INC. DISTILLERS CORPORATION-SEAGRAMS LIMITED Lord Calvert Blended Whiskey DIXON, JOSEPH, CRUCIBLE CO. DOW CHEMICAL COMPANY Dowgard DOW THEORY FORECASTS, INC. DRESSER INDUSTRIES, INC. **DUNLOP TIRE & RUBBER CORPORATION** Sporting Goods Division DWYER PRODUCTS CORPORATION EASTMAN DILLON, UNION SECURITIES & CO. EASTMAN KODAK COMPANY Eastman Chemical Products, Inc. Graphic Reproduction Division FRSCO INDUSTRIES INC. Select-A-Gift Division EMERY AIR FREIGHT CORPORATION

EQUITABLE LIFE ASSURANCE SOCIETY

OF THE UNITED STATES

FAIRCHILD ENGINE AND AIRPLANE CORPORATION
FARRINGTON MANUFACTURING COMPANY
FIDELITY FEDERAL SAVINGS & LOAN ASSOCIATION
FILER, SCHMIDT & CO.
Crown Publishers, Inc.
FIRST FEDERAL SAVINGS AND LOAN ASSOCIATION
OF ALHAMBRA, CALIF.
FOUNDERS, INC.
FR CORPORATION
FRANKLIN LIFE INSURANCE COMPANY
GANNET AIRCRAFT, INC.

GATES RUBBER COMPANY GENERAL ELECTRIC COMPANY Computer Department GENERAL MOTORS CORPORATION Allison Division Buick Motor Division-Buick Special Delco Radio Division Hyatt Bearings Division Oldsmobile Division-F-85 Packard Electric Division GENERAL PUBLIC UTILITIES CORPORATION GEVAERT COMPANY OF AMERICA, INC. GIBRALTAR SAVINGS AND LOAN ASSOCIATION GOLDMAN, SACHS & COMPANY GOODYEAR TIRE & RUBBER COMPANY The Kelly-Springfield Tire Company GRAEF, JEAN R., INC Girard Perregaux Watches GREAT WESTERN PRODUCERS, INC. Great Western Champagne Whyte & Mackays Scotch Whisky HALLICRAFTERS COMPANY

HARDWARE MUTUALS
HARNEWS, INC.
The Continental Report
HARRISON HOME PRODUCTS CORP.
HILLER AIRCRAFT CORPORATION
HORNBLOWER & WEEKS
HOUDAILLE INDUSTRIES, INC.

HAMMERMILL PAPER COMPANY

HOUDAILLE INDUSTRIES, INC.

INDUSTRIAL CREDIT COMPANY
INTER-CONTINENTAL TRADING CORPORATION
Telefunken Division
INTERNATIONAL BUSINESS MACHINES CORPORATION
Dictating Equipment
INVESTORS DIVERSIFIED SERVICES, INC.
INVINCIBLE METAL FURNITURE COMPANY

JACOBSEN MANUFACTURING COMPANY
KENTUCKY DEPARTMENT OF ECONOMIC
DEVELOPMENT
KING MERRITT & CO., INC.
KRUPP, FRIED
KUHN, LOEB & CO.
LIGGETT & MYERS TOBACCO CO.

LIGGETT & MYERS TOBACCO CO. Chesterfield Cigarettes LORILLARD, P., COMPANY Old Gold Cigarettes MACK TRUCKS, INC.
MANUFACTURERS TRUST COMPANY
MC DONOUGH POWER EQUIPMENT, INC.
MC GRAW-EDISON COMPANY
Speed Queen Division

Speed Queen Division
MC KESSON & ROBBINS, INC.
Martin's Scotch Whiskies
MEAD CORPORATION
MERRICK, DAVID, PRODUCTIONS
MERRITT-CHAPMAN & SCOTT CORPORATION

New York Shipbuilding Corp.-Higgins, Inc. METROPOLITAN SAVINGS AND LOAN ASSOCIATION MISSISSIPPI AGRICULTURAL AND INDUSTRIAL BOARD

NATIONAL DISTILLERS AND CHEMICAL CORPORATION
NATIONAL LIFE INSURANCE COMPANY
NATIONAL SECURITIES & RESEARCH CORPORATION
NATIONAL VAN LINES, INC.
NEBRASKA PUBLIC POWER SYSTEM
NEW YORK LIFE INSURANCE COMPANY

ORANGE COUNTY, FLORIDA, CHAMBER OF COMMERCE OUTBOARD MARINE CORPORATION OXFORD FILING SUPPLY COMPANY, INC.

PADDINGTON CORP.

J & B Scotch Whisky
PARKE, DAVIS & COMPANY
PHILCO CORPORATION

NORTON COMPANY

Commercial Laundry Equipment Sales PHOENIX-RHEINROHR AG PHOTORAPID OF AMERICA, INC. PITNEY-BOWES, INC. PODLK, R. L., & CO. POND CO. Wheel-Horse Products

PULLMAN INC.
The M.W.Kellogg Company

QUAKER STATE OIL REFINING CORPORATION

RAYTHEON COMPANY
RENFIELD IMPORTERS, LTD.
Martini & Rossi Vermouth
REPUBLIC NATIONAL BANK OF DALLAS

REPUBLIC NATIONAL BANK OF DALLAS
REPUBLIC NATIONAL LIFE INSURANCE COMPANY
RICHFIELD OIL CORPORATION
ROSE BROTHERS, INC.
ROYAL MC BEE CORPORATION

Royfax Copying Machine RYDER SYSTEM, INC. SAAB MOTORS, INC. SAVINGS AND LOAN FOUNDATION, INC.

SCHENLEY INDUSTRIES, INC.
Dewar's Scotch Whiskies
Schenley OFC Canadian Whisky
SCHIEFFELIN & CO.

Teacher's Scotch Whisky
SCOTT MITCHELL HOUSE, INC.
SEABOARD AIR LINE RAILROAD
SECURITY RECORD BOOK COMPANY
SELECTED SECURITIES RESEARCH, INC.
SHARON STEEL CORPORATION
SHEARSON, HAMMILL & CO.
SIEGLER CORPORATION
SIRE PLAN PORTFOLIOS, INC.
SMITH-CORONA MARCHANT INC.
Kleinschmidt Division

Marchant Division SOUTHERN COMPANY Alabama Power Company SPALDING, A.G., & BROS., INC. SPEAR ENGINEERING COMPANY SPEEDRY PRODUCTS. INC.

SPENCER GIFTS, INC.

STANDARD OIL COMPANY—NEW JERSEY
Humble Oil & Refining Company
STANDARD-TRIUMPH MOTOR COMPANY, INC.
Triumph Cars

STAR HILL DISTILLING COMPANY
Maker's Mark Bourbon Whisky
STATE MUTUAL LIFE ASSURANCE COMPANY
OF AMERICA

STITZEL-WELLER DISTILLERY, INC.
Old Fitzgerald Bourbon Whiskey

STUDEBAKER-PACKARD CORPORATION
Studebaker Division—Hawk
SUNRAY MID-CONTINENT OIL COMPANY

SWINGLINE INC.
TENNESSEE DEPARTMENT OF CONSERVATION
AND COMMERCE

AND COMMERCE
Industrial Development Division
TEXAS ELECTRIC SERVICE COMPANY
TEXAS GAS TRANSMISSION CORPORATION
TIME LIFE INSURANCE COMPANY
TODD, J. L., AUCTION COMPANY
TORO MANUFACTURING CORPORATION
TRAILER TRAIN COMPANY
TRANS-WORLD SAVINGS AND LOAN ASSOCIATION
TRENDEX RESEARCH GROUP
TRIANGLE PUBLICATIONS, INC.
TV Guide

UNION CARBIDE CORPORATION
Union Carbide Consumer Products Company
Union Carbide Plastics Company

UNITED BINOCULAR CO.
UNITED STATES RUBBER COMPANY
Footwear & General Products Division
UTILITY SUPPLY CO.
The Curta Company

VANADIUM-ALLOYS STEEL COMPANY VENGE & CO. Tuborg Danish Beer VICTOR ADDING MACHINE CO. VOLKSWAGEN OF AMERICA, INC. Volkswagen Cars Volkswagen Trucks

WELLS FARGO BANK AMERICAN TRUST COMPANY WOOL BUREAU, INC. WORLD WIDE ART STUDIOS WYANDOTTE CHEMICALS CORPORATION

YODER COMPANY

ZEISS, CARL, INC.

Source: "USN&WR" Market Research Division

These 201 brought to 569 the number of advertisers who last year covered America's most important customers and prospects through "U.S.News & World Report". "U.S.News & World Report", too, led the news magazines in number of new accounts—and by a substantial margin.

"U.S.News & World Report" is the No. 1 news magazine in advertising growth

Published records for 1960 show how "U.S.News & World Report" is setting the advertising pace among the news magazines—

- First in total advertising page gains—three times the gain of the second ranking news magazine.
- First in consumer advertising page gains—including a gain in passenger car advertising larger by far than any magazine.
- First in total business and industrial advertising gains; first in page gains; and first in both pages and gains from the 100 largest business and industrial advertisers.
- First in advertising pages from the 100 largest advertisers in the news and management field—including both business and consumer.

Source: Publishers Information Bureau. (Note: A new account is defined as one that ran in 1960 and did not run in 1959.)

Again, in 1961, more and more advertisers are using "U.S.News & World Report" to spear-head the major advertising campaigns. And here's one of the reasons:

No other magazine can match its customer concentration, cost efficiency and campaign effectiveness among the higher income managerial and professional people who represent America's most important business and consumer markets. That's why for more and more advertisers, "U.S.News & World Report" has become—

...the most important magazine of all



U.S.NEWS & WORLD REPORT

America's Class News Magazine

Net paid circulation now more than

1,200,000

Urban Population Gains Outpace National Growth

From 1950 through the beginning of 1961 the nation gained 20% in population, but in urban centers (over 2,500 population) the gain was 31.5%. More than 30 million prospects were added to the nation's markets in the 11-year span, but in urban centers the gain was 30½ million, resulting in a slight loss in our small-village and farm population.

The 1961 estimates (as of 1/1/61) are taken from the up-coming May 10 issue, Survey of Buying Power.

Regions where the total population increase far outstripped the national gain, 1961 over 1950, were Pacific (42.8%) and Mountain (37.8%). Laggards were East South Central (5.3%)

and West North Central (10.3%).

Urban gains were greatest in Mountain (68.8%), Pacific (56.0%), South Atlantic (46.6%), West South Central (44.6%). The smallest urban gains were New England (14.3%) and Middle Atlantic (15.5%).

Expressed as an index figure, showing urban gain over the total gain, the greatest urban increase was in East South Central states (236.3%), West South Central (139.7%) and West North Central (130.3%).

The movement into urban centers and the moderate trend away from farms and hamlets reflect the increase in the average size of farms and the ever-growing mechanization that makes possible increased production with fewer workers.

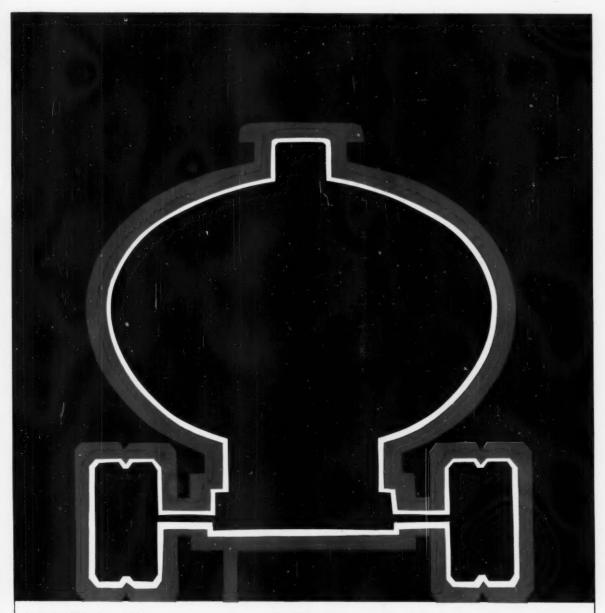
Urban growth in turn makes for higher incomes and a greater dependence upon "store-bought" goods and services.

The movement toward cities is strikingly illustrated in most of the individual states in the East South Central and the West South Central. Despite a lower-than-national-average population gain, and with two of the states showing actual losses since '50, urban centers show high gains.

In the May 5 issue be on the lookout for a table and interpretative analysis of how the nation's retail sales volume is divided among cities of varying population size. Sample striking fact: Total gain since 1954 is 29.3%, but in cities 50,000 to 99,999 it is 57.8%, and in the 19 cities of 500,000 to 999,999 it is 59.1%. Slowest gainers (due to suburban shopping centers) are the cities of a million and over.

Gains in U.S. Population & Urban Population

	1961 pop (000)	1950 pop (000)	1961 1950	1961 urban (000)	1950 urban (000)	1961 1950	1950- 1961 pop. (000)	1950- 1961 urban (000)	INDEX urban gain over pop. gain
New England	10,631.1	9,314.5	114.1	8,115.3	7,101.5	114.3	+1,316.6	+1,013.8	77.0
Middle Atlantic	34,464.6	30,163.5	114.3	28,026.5	24,271.7	115.5	+4,301.1	+3,754.8	87.3
East North Central	36,765.7	30,399.4	120.9	26,906.6	21,185.7	127.0	+6,366.3	+5,720.9	89.9
West North Central	15,514.3	14,061.4	110.3	9.198.0	7,305.2	125.9	+1,452.9	+1,892.8	130.3
South Atlantic	26,303.0	21,182.3	124.2	15,231.2	10,391.2	146.6	+5,120.7	+4,840.0	94.5
East South Central	12,080.3	11,477.2	105.3	5,910.0	4,484.8	131.8	+ 603.1	+1,425.2	236.3
West South Central	17,114.6	14,537.6	117.7	11,680.8	8,079.8	144.6	+2,577.0	+3,601.0	139.7
Mountain	6,967.4	5,075.0	137.3	4.703.9	2.785.9	168.8	+1,892.4	+1,918.0	101.4
Pacific	21,589.0	15,115.0	142.8	17,538.6	11,241.0	156.0	+6,474.0	+6,297.6	97.3
U. S.	181,430.0	151,325.9	119.9	127,310.9	96,846.8	131.5	30,104.1	30,464.1	101.2
East South Central									
Alabama	3278.5	3061.7	107.1	1812.9	1340.9	135.2			
Kentucky	3039.9	2944.8	103.2	1368.7	1084.1	126.3	-		
Mississippi	2177.3	2178.9	99.9	831.3	607.2	136.9			
Tennessee	3584.6	3291.7	108.9	1897.1	1452.6	130.6			
West South Central									
Arkansas	1780.9	1909.5	93.3	772.6	630.6	122.5			
Louisiana	3294.3	2683.5	122.8	2091.2	1471.7	142.1			
Oklahoma	2332.8	2233.4	104.5	1481.9	1139.5	130.0			
Texas	9706.6	7711.2	125.9	7335.1	4838.1	151.6			



TIME is the shape of the market for gasoline

Circulation concentration in the top 100 counties for GASOLINE RETAIL SALES

TIME, The Weekly Newsmagazine 59.49	/e
Holiday 56.3%	1
Life 55.5%	
Sports Illustrated 53.2%	ì
U.S. News & World Report 51.8%	t.
Reader's Digest 50.3%	
Newsweek 50.2%	
Look 46.4%	
Better Homes & Gardens 46.0%	
Saturday Evening Post 44.3%	

SOURCES: Sales Management's "Survey of Buying Power" (5/10/59) and latest available publishers' reports—TIME (3/23/59) - Holiday (March 1957) - Life (10/26/59) - Sports Illustrated (3/2/59) - U.S. News & World Report (3/28/59) - Reader's Digest (April 1959) - Newsweek (3/23/59) - Look (3/18/58) - Better Homes & Gardens (April 1959) - Saturday Evening Post (3/14/59)

More than 43% of all retail gasoline sales are made in fewer than 4% of America's more than 3,000 counties. In those counties, TIME concentrates more of its circulation than any other magazine over half a million. TIME families help make those few counties the top gasoline markets. They run up 43% more yearly mileage than the U. S. average.



TIME...TO REACH 2,550,000 TOP-OF-THE-MARKET FAMILIES



#3 of a 5-part series on:

How to DOUBLE Your Reading Speed

Are you buried under an avalanche of business reading? Don't stay among that vast majority of harassed executives who are content to read only half as fast—and as well—as they should. Here, in 'the third of five lessons, is what to do about it.

YOUR approach to the printed page is the most important factor in gaining skill for reading swiftly and with comprehension. All the reading aids in the world can't do much for the inefficient reader.

A time-saving approach in reading a magazine is to pre-read the publication. Pre-read the cover and title page. This will help you to: (1) get an idea of current new developments at a glance, (2) distribute your reading time logically and efficiently, (3) read first the articles and departments of vital interest to you.

Many magazines list two or three of their most important articles on the cover, with a brief description of the feature story. The table of contents often gives a more complete picture of what is in store. (You're probal ly aware of these facts, but do you make a conscious effort to use them in your reading approach?)

them in your reading approach?)
Become conscious of these aids to pre-reading. And use them:

 When you receive a publication you intend to read, glance over pictures, titles and descriptions of articles on the cover. Get a general "feel" of the issue. Note what the editors feel is significant enough for cover notice. If a particular article seems urgent to you, you'll be able to read that one immediately. • When you're ready to read, turn to the table of contents. Here's your key to efficient, professional reading. Read the title and summary of each article. Check those you wish to examine more closely. Note department locations and plan to read them in their order of importance to you. Try to develop a regular routine for reading each issue.

Before the habit of pre-reading each article becomes habitual, you may feel this process wastes more time than it saves. Soon, however, pre-reading (with a little practice) becomes automatic, takes only a minute or two. Pre-reading helps you to save time, to be prepared, to get more out of the article when you read it thoroughly.

▶ Not every article is of equal importance to you. A pre-reading will tell you whether you will profit by a thorough reading. It will tell you if the article concerns a subject that interests you (titles and brief descriptions can sometimes be misleading). It will tell you if the discussion is too elementary, simply repeating what you already know. Or it will tell you that the information is too advanced, that you need more background before you tackle the article. If a pre-reading indicates that the article is off the point, too elementary, or too ad-

vanced, then you save time by skipping it completely.

Sometimes, however, a pre-reading may indicate that the answers to certain of your questions may be found in the article, or that a few new and interesting points are raised in an otherwise elementary discussion. Under such circumstances, you will save time by skimming through to points of interest. If a pre-reading indicates that the article deserves a thorough reading, then you have also saved time by your preliminary survey. Your advance sampling of the author's style, your fore-knowledge of the major points to be covered and conclusions to be drawn—both help you to read the article more quickly.

Before you begin to read thoroughly, pre-reading has given you a bird's-eye view of the article—what it's about, how difficult it will be—and you can therefore adjust your reading and thinking speed to suit the article. You know how to approach it, like the cross-country runner who has seen a map of the terrain.

Knowing the "body structure" of the discussion, you can more easily distinguish between main ideas and insignificant details. Knowing beforehand what conclusions the author intends to draw, you can be more critical of the steps by which he reaches them. Finally, you won't be persuaded by mere showmanship. Prereading makes you more alert, makes the article more meaningful.

▶ If an article appears useful, read the first two or three paragraphs, which almost always introduce the article in a general way. Then continue to read only the first sentence of each paragraph, plus sentences printed in boldface. Be sure to glance (comprehendingly) at subheadings, diagrams, charts and pictures as you go along. The author will generally summarize his argument in the last two or three paragraphs; read them through. If, after pre-reading, you feel a thorough reading is justified, you're ready to read intelligently and critically, since you already have a good idea of what the author is talking about.

Remember not to be bogged down in this process. Push yourself until you can pre-read an article of medium length in two or three minutes at the most. Just reading an article twice isn't going to accomplish anything in the way of efficiency. But a clearly focused 2-minute bird's-eye view will help you, whether you decide to read

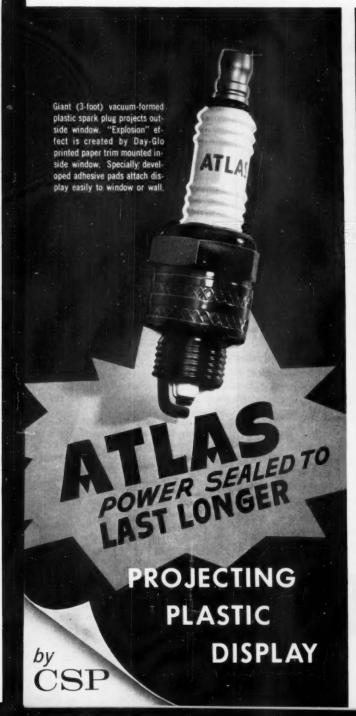
(continued on page 64)



$\odot ext{deas}$ that sell at the point of sale

Your pay-off advertising at the point of sale can be made more effective through CSP's complete service. We do the whole job . . . create, design, produce . . . a single display or a year-round program. We produce displays of every kind, plastic, cardboard, metal, cloth or you name it, including complete dealer kits. Whatever your product or market, we can do the whole job-from idea to distribution-better! For new brochure packed with ideas that sell, write us. 2635 North Kildare, Chicago 39, Ill.







The Oil Drilling-Producing Industry Prefers a



BUYING ACTION CATALOG

Buying actions originating in the Oil Drilling-Producing Industry require on-the-spot, instantly accessible product and service information . . . a specialized catalog.



The GPC Marketing Plan, a new concept in publishing service, offers you the ideal way to economically concentrate your advertising, cataloging and direct mail on the largest documented buying-power audience available.

For your advertising, use WORLD OIL magazine to precondition prospects with the advantages of your products, help open more doors for your salesmen, reduce selling time, stimulate productive inquiries, and refer prospects to your buying action catalog in Composite CATALOG.

For your cataloging, use Com-POSITE CATALOG to place your prefiled buying action catalog data into the hands of thousands of key buying-power men all over the world.

For your direct mail, use the mailing service to the distribution list of the COMPOSITE CATALOG to merchandise any changes in your product line, prices, distribution methods or sales program. This only-one-of-its-kind list is made available to CC catalogers at lowerthan-usual direct mail costs.

Because the Oil Drilling-Producing Industry is on a 7-days-a-week, 24-hours-a-day basis, it's impossible for your salesmen to be always on the spot when your customers and prospects have a need for your kind of product or service. These men need the facts, data and specifications readily available in the most convenient and most practical form -in the Composite Catalog.

COMPOSITE CATALOG, a 5,800page, 3-volume compilation, is used by oil men in 15,000 buying locations. Pinpoint distribution is made possible by the cooperation of oil companies themselves, Composite CATALOG can show documented coverage of men in companies responsible for 98% of purchases in the Oil Drilling-Producing Industry. Surveys since 1929 show most oil men prefer to receive catalog data in Composite Catalog.

Write now for the COMPOSITE CATALOG Data File which contains complete rate and distribution information plus helpful suggestions on better catalog production.

thoroughly, skip or skim the article.

Efficiency in reading is not only a matter of thorough reading, it is also a matter of knowing how and when to avoid thorough reading. It is hard to imagine a sales manager, except under special circumstances, taking the time to read a high-school business text thoroughly; nor would he usually trouble himself with Dr. Spock's latest volume. If he has never studied French, he will not get a novel in French for bedtime reading.

Similarly, an efficient reader will generally skip (1) material which contains no new information, (2) material which is foreign to his purpose, (3) material which requires some preliminary knowledge for good understanding.

Further, many articles will contain sections which fall into one of 'hese categories; these portions should also be skipped. An illustration, however interesting in itself, which contributes nothing to the reader's understanding of the main point, may be skipped in the interest of reading efficiency.

If pre-reading indicates that, while not entirely of interest, the article may contain some useful points, or if it is necessary to get a general picture of the article's content, an efficient reader will skim the article, or some

portions of it.

▶ Whether you skim for the general idea or for additional points of information, the technique is the same. First, read the opening sentence of the article or section, and formulate a question which you would expect the article to answer. Then let your eyes travel down the page without actually reading, stopping only twice on each line of print. Keep in mind the facts you are looking for. As you become practiced you will find that names, dates, numbers, and pertinent details will stand out on the

The easiest way to learn to skim accurately is to place a pencil down the center of a page from top to bottom. Let your eyes make two fixa-tions per line of print, one to the left of the pencil and one to the right. Try to look at the white space between the lines rather than at the

lines themselves.

When you have mastered the techniques of pre-reading and skimming, you'll be ready to learn how to concentrate on the material of particular importance to you. The next article in this series will deal with variability in your reading speed, and show you how to increase your concentration by getting personally involved in an ar-(continued on page 66)



GULF PUBLISHING COMPANY

World's Largest Specialized Publisher to the Oil Industries 3301 Allen Parkway • Box 2608 • Houston 1, Texas



Put your best foot forward. That's the way to enter a big, prosperous market like Canada.

It demands the power of a big Canadian magazine; and Weekend Magazine with its French language edition, Perspectives, is the biggest single selling force in Canada.

Weekend Magazine/Perspectives' circulation of 1,900,000 reaches the people in four out of ten of *all* the homes across the country, every week . . . greater than three times the coverage of The Saturday Evening Post in the United States.

As the weekend rotogravure magazine section of 35 leading newspapers it reaches the active buyers of Canada—people of all ages and income groups with a thousand daily needs and the means to satisfy them.

To sell Canada, make no little plans. Put the selling power of Weekend Magazine and its Franch language edition Perspectives to work for you, now.

Represented in the United States by O'Mara & Ormsbee Inc.

—New York, Chicago, Detroit, San Francisco, Los Angeles.

The biggest single selling force in Canada







(continued from page 64)

Skim Your Way to Speedier Reading

A valuable technique in speed reading is the skimming process. To skim the selection below, use the line drawn down the center of the article as your guide. Follow this line down the article and allow your eyes to rest once to the left of the line and once to the right, as we have indicated by the underlined phrases.

Even though the salesmen were all fired up to sell the new line, the results were most disappointing. The salesmen found the prospects keenly interested but not ready to buy. Despite encouraging interest in introductory sales presentations, few orders were written in the follow-up sales calls.

The only bright spot in the entire effort was in the where customers really satisfied.

The sales v-p understand why plan" had failed ties were traced causes, all of them missing links in the sales plan. The plan had made no specific provision for the following factors:

- Planned sequence and timing of events.
- Comprehensive internal communications.
- 3. Up to the minute objective progress measurement.

Many new products that are brilliantly conceived go down as failures in the market place because one or all of these three management techniques are not given enough attention by the sales executive.

Re-word these lines as a question: Why were the results disappointing?

This is your answer. Begin reading thoroughly at this point.

Since you have already found the answer you were looking for, this last paragraph can be skipped entirely, or you can complete the article by skimming it.

With practice in skimming, the reader will be able to dispense with the aids we have indicated here. Since the main idea is generally introduced at the beginning of a section or paragraph, skimming can be a sure method of obtaining the main points of a paragraph. It can be as effective and rapid as the usual procedure in checking a telephone listing or in using a dictionary.

schoolconstruction means RISING SALES in Saginaw, Michigan



\$1.8 million Freeland High School



\$2.2 million Bridgeport Township High School





\$2 million Carrollton Township High School



\$2.9 million Saginaw Township High School



\$8 million Delta Community College

You can tell a growing market by the new schools springing up. And right now, in metropolitan Saginaw, four new high schools and a new college-totaling \$16.9 million-are being built!

That's a good measure of how business is in Saginaw-and how it's going to be. Millions in new construction, thousands in population growth, high employment and increasing payrolls make Saginaw a prime area for sales.

Saginaw is a separate metropolitan area, covered by The Saginaw News and by no other media inside or outside the area.

Local in Interest-Strong in Sales



SAGINAW NEWS THE

NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd Street, New York 17, MUrray Hill 2-4760 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, Superior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, Sutter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

A Booth Michigan Newspaper

A selection of noteworthy studies of markets, media, consumer buying trends, product and service developments that can pay off for you.

How to Manage Yourself

Provocative booklet designed to help the executive make fullest use of his abilities and training. Sampling of topics cove ed: how to read faster; how to cut desk work; how to make decisions; how to profit from mistakes; how to write more effectively; how to remember names and faces. Write Dept. of Business Research and Education, Cities Service Co., Dept. SM, 60 Wall St., New York 5, N. Y.

Management of New Products

Third edition of a popular guide on the role of management in creating and exploiting new products. It updates trends on this subject since the first edition in 1957. Write Booz, Allen & Hamilton, Dept. SM, 380 Madison Ave., New York 17, N. Y.

Philadelphia Food and Grocery Trade

A 1961, 186-page directory lists chains and supermarkets; retailerowned cooperatives; voluntary groups; wholesalers; frozen food wholesalers; hotel, restaurant, and institution supply houses; drug rack jobbers for the grocery trade; food brokers; other pertinent information. Write Harry Keller, National Advertising Manager, Dept. SM, The Philadelphia Bulletin, Philadelphia 1, Pa.

Armed Forces Retail Market

Data on numbers of enlisted men and officers by service branch; dollar volume of sales in commissaries by service branch; fact sheet on characteristics of armed services retail market as of March 31, 1960. Write John H. Miller, Dept. SM, Post Exchange & Commissary, 43 West Front St., Red Bank, N. J.



Chicago Now

Figures for 1961 on the nation's number two market. Data covered: population characteristics; age, education and occupation breakdown, by sex; size, race, education, income of households; dwellings locations and types; activities; purchase of books and records; vacations and other leisure-time activities; appliance, boat and automobile ownership. Write

Paul S. Hirt, Advertising and Promotion Manager, Dept. SM, Chicago Sun-Times and the Chicago Daily News, 401 N. Wabash Ave., Chicago, Ill.

Advertising in Recession Periods

This study raises the question, "Should business continue normal advertising schedules or cut them during a period of recession?" The survey then answers the question with the results of its findings: industries that do not cut their advertising during a recession year, or the year following, do much better in sales and profits than those that do cut. Write Research Division, Buchen Advertising, Inc., Dept. SM, 400 West Madison St., Chicago 6, Ill.

Toledo Market

A survey of the market; its characteristics, income, retail sales, newspaper vs. magazine coverage. Many of the statistics are based on the SM Survey of Buying Power. Write Herbert G. Wyman, Advertising Director, Dept. SM, The Toledo Blade and The Toledo Times, Toledo 4, Ohio.

The Minnesota Market

Two comprehensive surveys are available on this market. In Minnesota survey 13 buying trends over a 4-year period are analyzed on a brand basis in 89 categories of foods, drugs, appliances, cosmetics, paper and cleaning products, undergarments, lawn supplies. "Mr. Minnesota," a male market study, covers 48 categories and includes profile information: age, income, use of credit cards, home ownership, etc. Subjects cover such areas as recreation, automobiles, personal products, clothing, etc. Write William Cordingley, National Advertising Manager, Minneapolis Star & Tribune, Room 105, Minneapolis 15, Minn.

Sales Aids from Advertisers

Direct Mail Advertising Newsletter: A regular report on the latest developments and ideas in the direct mail field. Dept. SM, The Register of Direct Mail Advertising, 308 Seve. h St., Garden City, N.Y.

Moving Tips Booklet: For detailed information on transporting all types of cargo from nation-wide exhibits to office equipment. Dept. SM, Allied Van Lines, Inc., 25th and Roosevelt Rd., Broadview, Ill.

Warehouse Directory: List of locations and space available in 1,273 distribution centers. Dept. SM, American Warehousemen's Assn., 222 W. Adams St., Chicago 6, Ill. Fleetcar Leasing Booklet: Plans designed to suit the needs of the larger users of business cars. Dept. SM, Fleetcar Leasing, The Hertz Corp., 660 Madison Ave., N.Y.

12 Ways Commercial Credit Insurance Can Help Your Business: Advantages are outlined. Dept. SM - 59,300, American Credit Insurance, St. Paul Place, Baltimore 2, Md.

1960 Major U.S. Markets Analysis: Write on company letterhead for analysis of 300 metropolitan markets. Dept. SM, Greensboro News and Record, Greensboro, N.C.

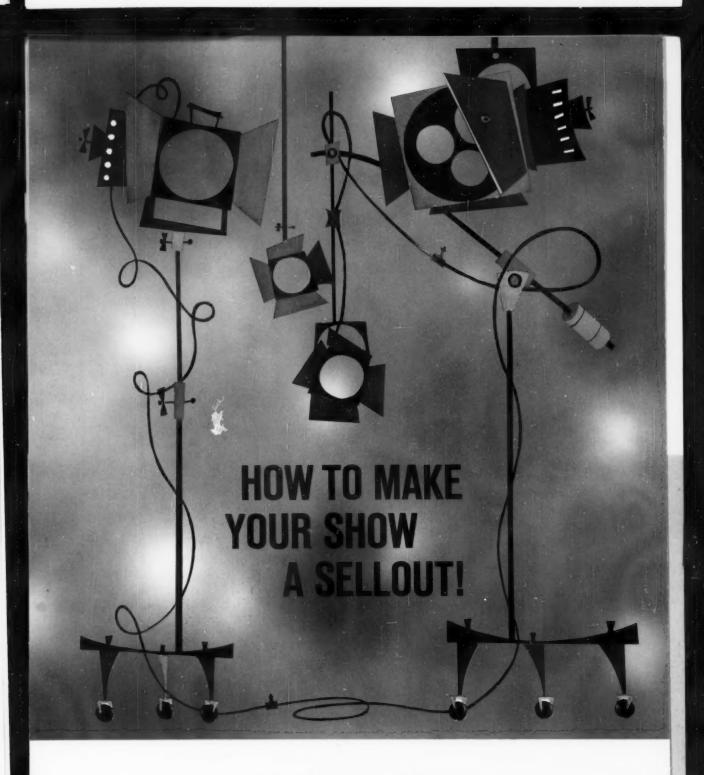
World's Richest Farm Market: Survey done by McCann-Erickson on the Mid-

west farm markets. Dept. SM, Midwest Unit Farm Papers, 35 E. Wacker Drive, Chicago 1, Ill.

Twin Wire Folder: Free folder ideal for sales presentations. Available in many colors. Dept. SM, Cooks' Inc., Blackwood, N. J.

School Market: Pertinent facts for selling this market in "Where Are the Decision Makers in the Public School Market?" Dept. SM, American School Board Journal, 400 North Broadway, Milwaukee 1, Wis.

Kodak Pageant Projectors: Timely information on a new sales aid. Dept. SM, Eastman Kodak Co., Rochester 4, N. Y.



Dow Packaging Materials

The greatest show on earth has moved into the market place! Here, product after product puts on its own show. It takes creative packaging . . . and the *right* material for appearance, for function and for positive protection . . . to dress up a product for this highly competitive sales climate. On the follow-

ing pages, you'll see why Dow packaging materials help put on a sell-out show for the products they take to market. You'll find some good clues to more creative packaging for your product. Then contact Dow and put those clues to work for you!

THE DOW CHEMICAL COMPANY



Midland, Michigan



POLYFILM

Versatile Polyfilm®...Dow polyethylene film... is saving hundreds of soft goods items from soiling and handling damage. And it is increasing sales for hardware, paper products, and produce. Packaging with Polyfilm can be a powerful selling force for you, too! There's a special Polyfilm for every

polyethylene packaging need . . . clarity . . . toughness . . . machinability. With you're ready to meet the demand . . . an new markets for your products. You'll ob mum performance and sales appeal for y ages when you specify Polyfilm.





STYRON

Here is the outstanding sales-maker among rigid packaging materials . . . and for good reasons! Styron® plastic gives any package a head start on function and appearance. Colors and designs . . . and new packaging opportunities . . . are unlimited. Versatile Styron affords new opportunity for custom-designed table-ready containers for dairy

products, 'top of counter' cleanser containers and handsome blow-molded packages for toiletries. Even standard stock containers assume new beauty with Styron. Molded or thermo-formed packages made from the wide variety of Styron formulations are light in weight, yet sturdy . . . satisfy exacting design and performance standards.



with Polyfilm and open up ll obtain maxifor your pack-

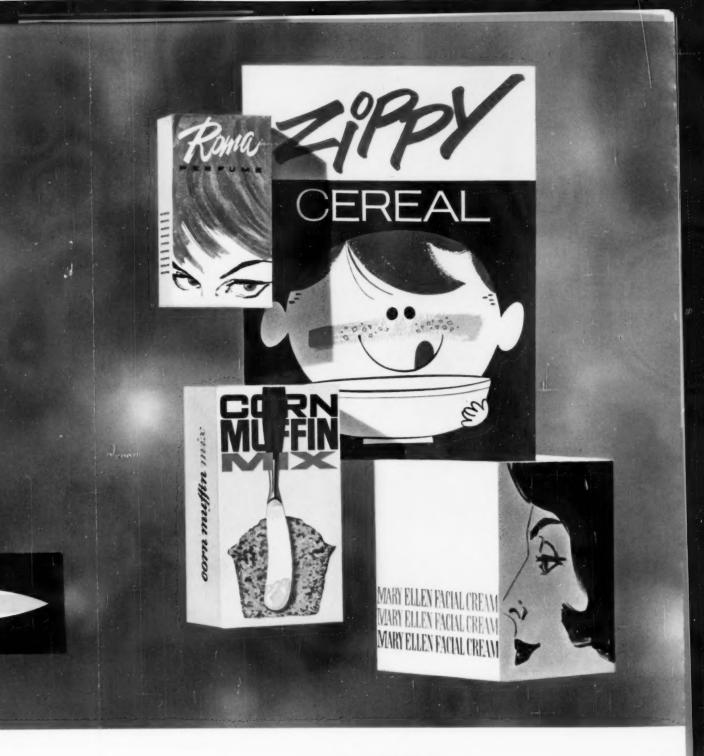


TRYCITE

Giving new sales impetus to a variety of items is an everyday accomplishment with packages made from Trycite® polystyrene flexible film . . . outstanding for its sparkling clarity, dimensional stability, and economy. Trycite "breathes" . . . won't wrinkle or curl . . . won't dry out . . . won't

cloud up or discolor with age. Not to be ove is the fine appearance of printed Trycite. V comes to creating sales-winning packages fo budget products . . . produce, meat, baked soft goods, novelties, stationery items . . . for pouches or boxes will make the differen





LATEX

What's come over boxboard? Coatings with Dow Latex! They're the coatings that give boxboard its fresh, clean look of quality, its satiny gloss and sharper, more colorful printing. Full-color food illustrations are at their best on coated boxboard using Dow Latex . . . colors are truer, illustrations look tempting and real. Moreover, these coatings

make for easier folding and high resistance to cracking, important factors in maintaining the quality look of the package in the consumer's home. If your product packaging calls for boxboard, use the boxboard that gives you the most in sales appeal. Ask your boxboard supplier to recommend grades containing Dow Latex in the coatings.



e overlooked ite. When it ges for smallpaked goods, . . . Trycite ference.



RESINS

Whether it's frozen vegetables or cashmere sweaters, your product will put on its best show of quality in packaging tailor-made with Dow polyethylene resins. Here are the resins that can meet varied polyethylene packaging requirements . . . high gloss, excellent clarity, superior printability, tear

strength, impact resistance, tailored slip resistance. Their closely controlled molecular weight range makes for high uniformity in the finished film. In addition, Dow polyethylene resins, when used as coatings, qualify paper for many new and salesmaking packaging applications.



Can Manufacturers Regain Control Of Co-op Advertising Dollars?

A thorough, orderly, yet crushing clean-up of co-op advertising is now being launched by FTC. Many suppliers and retailers will be hurt, but a massive house-cleaning will help sellers regain control of co-op and make it more effective.

Full-scale open warfare on cooperative advertising abuses has at last been declared by the Federal Trade Commission.

Abandoning its brush-fire, sniping tactics of the past, the Commission has rolled out its big gun—the questionnaire—in a massive effort to clean up this widespread and highly controversial marketing technique. The FTC will do its sleuthing systematically, by mail, relying on mandatory sworn answers to uncover all the dirt.

As its opening maneuver, the FTC

has bitten off a huge chunk of the coop field: clothing marketers and their big department store customers. After this, its attacks on any other phase of department store co-op will seem almost like mop-up operations.

Undoubtedly, the campaign will uncover many cases where a manufacturer gave a big customer a special co-op deal, but gave nothing to smaller customer stores in the same city—a clear-cut case of illegal discrimination.

It is almost a sure bet that very few consumer products marketers will be missed by the methodical staffers

71 Firms Hit for Illegal Co-op Deals in '60

Abundant evidence of the Federal Trade Commission's drive to clean up cooperative advertising is already available. Last year alone, the 71 companies listed below were hit with formal FTC complaints for

violating Section 2(d) of the Robinson-Patman Act. The Commission charged that these marketers had paid discriminatory promotional allowances to some customers but not to others:

Craftsman Line-Up Table Corp. Nu-Arc Co., Inc. The Herst-Allen Co. Midwest Biscuit Co. **Emerson Radio Associates, Inc.** Jefferson-Travis, Inc. **Wolverine Supply** & Manufacturing Co. Emence Industries, Inc. Bilnor Corp. Parker Brothers, Inc. American Machine & Foundry Transogram Co. Ideal Toy Corp. Anniston Foundry Co. Nibco. Inc. Dennis Chicken Products Co. Ball Brothers Co., Inc.

Chun King Sales, Inc.

J. A. Folger & Co. Michigan Fruit Canners, Inc. Kerr Glass Mfg. Corp., Knickerbocker Toy Co., Inc. Alexander Miner Sales Corp. Remco Industries, Inc. The A. C. Gilbert Co. Simmons Co. Penick & Ford Ltd., Inc. Quaker Oats Co. American Bakeries Co. Tyler Pipe & Foundry Co. D. L. Clark Co. Aluminum Co. of America Paxton and Gallagher Co. S. C. Johnson & Son, Inc. Arrow Food Products, Inc. Revell, Inc. Aurora Plastics Corp.

Kohner Bros., Inc. Mattel, Inc. The Porter Chemical Co. Multiple Products Corp. Halsam Products Co. Horsman Dolls, Inc. Tonka Toys, Inc. Fisher-Price Toys, Inc. Radio Steel & Mfg. Co. Wen-Mac Corp. **Hubley Manufacturing Co.** Milton Bradley Co. Hamilton Steel Products, Inc. Hassenfeld Bros., Inc. Lanston Industries, Inc. Wetter Numbering Machine Co., Inc. Anchor Chemical Co., Inc.

H. B. Hood & Sons

Ipswich Hosiery Co. Nestle-LeMur Co. Max Factor & Co. Yakima Fruit & Cold Storage Co. Shreveport Macaroni Mfg. Vanity Fair Paper Mills, Inc. Shulton, Inc. Lanolin Plus, Inc. **New England Confectionery** Mason, Au & Magenheimer Confectionery Mfg. Co. Plumrose, Inc. Alfonso Gioia & Sons, Inc. Joseph A. Kaplan & Sons, Inc. United Biscuit Co. of America Bridgeport Brass Co., Inc. Grabler Manufacturing Co.

of the Commission. Even companies not directly affected will find it necessary to devote plenty of extra attention to keeping co-op programs pure and untainted-just in case.

But one bright hope stands out. If the FTC follows through as expected, and if the drive proves to be a thorough clean-up, the national marketer may, for the first time in many years, regain full control of his own co-op

ad program.

Many marketers will be hurt along the way. The secret deals in which they agreed to give favored customers preferential treatment will snap back when the FTC uncovers them. But the medicine, while bitter, may also cure big retailers of using their immense buying power to squeeze such

deals out of suppliers.

The FTC has been fully aware that some retail giants demand special deals from their larger suppliersdeals that are not granted to their Some big resmaller competitors. tailers use special anniversary sales and seasonal catalogs as the media not just for "cooperatively" advertising their suppliers' products, but also to promote their own private-label products and sometimes even to make a profit.

▶ For example, a leading met opolitan department store may hold an anniversary sale. The buyer informs suppliers that the store will spend a certain amount promoting their products in local advertising and that they are expected to contribute various amounts. The buyer may even make it clear that one supplier's line can be advertised and sold just as well as another's. The inference is unmistakable: The seller must pay up, or possibly lose an important retail account. But if he does pay, he may find himself in trouble with the FTC because he did not make the pay-ments available "on proportionately equal terms to all competing customers." What he gives one buyer, he must offer proportionately to all other customers, regardless of size.

But these abuses are often tough to spot, tougher to prove on a "watchbasis. This time, however, FTC will let the culprits hang themselves. To do this, it has sent its famed "answer-or-else" questionnaires to 213 of the nation's leading department stores and to 19 resident buyers who act as purchasing agents for groups

of department stores.

These retailers, with a great deal of help from their lawyers, are now busily preparing the answers to four pages of searching questions. They have been ordered to file sworn answers by April 24.

They must answer questions designed to determine whether they have been receiving illegal advertising or other promotional allowances. This would include discounts, rebates, and valuable services in connection with their merchandising of all types of wearing apparel.

They must reveal whether during the year ending last Sept. 1 they had "solicited or received either directly or indirectly payments or anything of value either in the form of cash, merchandise, credit memoranda, payment for a contribution toward the publication of catalogs, advertising in newspapers or magazines, or new store openings, or promotions of any nature from suppliers.'

More detailed data must be disclosed for the largest co-op promotion of the year. For example, the products involved must be described by kind and brand, the promotional contribution from each supplier must be listed, and an explanation given of how the payments from each were

collected and spent.

In short, the FTC is leaving virtually no stone unturned in its drive to collect all the details that combine to make up this confused, and sometimes irresponsible, co-op advertising picture. Any retailer who has received any type of co-op payment or allowance whatsoever must give the Commission every bit of available, often incriminating, evidence.

The FTC staffers will then sift, analyze, and compare the answers to determine whether discriminatory payments have been made to, or demanded by, certain favored retailers. The evidence will be damning, and the culprits will have convicted them-

This clean-up was anticipated in certain informed quarters almost a year ago ("Can the FTC Clean Up Co-op?" SM, April 15, 1960). The Commission sounded the warning when it prepared and issued a special "Guide" on promotional allowances in June 1960.

Behind the Guide was a drive by the then chairman, Earl Kintner, to encourage wider understanding by all marketers of the laws prohibiting the granting and receiving of illegal promotional allowances and services. The Guide answered many ticklish, timeless questions dealing with promotional allowances given by manufacturers to customers. It offered a down-to-earth, non-technical explanation of what the marketer generally can and cannot do in the vast controversial area of co-op.

The Guide gave the answers to such questions as: Must a co-op ad

VALL STREET JOURNAL. **Packed Blank Packed Blank Packed

No 1961 advertising budget is big enough to accommodate needless waste.

Today, the advertiser demands more muscle-andbone per dollar—and less blubber. He wants concrete results. He's not hunting for the sport of it—he wants meat for the table. And he wants every shot to count. Everything in the advertising program must be on target ... to push sales volume up ... to push sales cost down ... and to show a net profit that makes it all worthwhile.

In this climate The Wall Street Journal is precisely what the precision-hungry advertiser needs—by unique format, flexibility, frequency and circulation. Advertisers in almost every field report The Journal delivers maximum sales at lower cost.

Wall Street Journal circulation, for example, is the biggest among all business news publications. But not just biggest in size . . . it's biggest in value, too. It covers a lot of fertile ground without being weedy; it carries weight without flabbiness; produces big results without extravagant cost. It's a fat-free audience—the vastest

dynamic, product-minded, service-minded, idea-minded group of executives ever assembled by a single publication.

The reason:

Well, being a better-sales medium must start with being a better reader medium—and everywhere, key executives say this is "The Most Useful One" to them among all magazines and newspapers.

Why?

Every business day, the news that changes business does change . . . and The Wall Street Journal is the Only National Business Daily.

Look to The Wall Street Journal—if somebody's looking to you for results.

THE WALL STREET JOURNAL

Published at: New York, Washington, D. C., and Chicopee Falls, Mass.

• Chicago and Cleveland • Dallas • San Francisco

And Big New Riverside, California Plant Now Underway.

77



plan be in writing? Are sliding-scale plans illegal? Must the seller inform all customers in writing about a coop deal? May a seller restrict a plan to customers buying a certain minimum? Must the seller check customers' use of co-op payments? Is an
"abuse" okay if everybody does it?
And, can customers be found guilty of co-op abuses?

Significantly, the Guide served as a double warning to sales executives. First, if they were to cross the new guidelines, they would do so at their own risk. Second, the Commission made it clear that it intended to continue its tough enforcement policy and, if anything, step up its policing of promotional allowances.

And that is exactly what has happened. Last year 71 firms were hit with complaints for granting or receiving illegal co-op allowances (see box on page 75). Many of these firms were in the candy, bakery, food, canning, and toy fields. A large number of them were industrial manufacturers charged with giving discriminatory promotional allowances to their distributors and other customers.

This year, with the impetus of the new investigations, the number of complaints stands to be far greater. The ball was given a big push last year by Chairman Earl Kintner and high-level members of his staff. There is little cause to believe that the new chairman, Paul Rand Dixon, will do anything to alter the course of this drive. If anything, Dixon, who is regarded as a strong Robinson-Patman adherent, will give the ball an extra kick.

The FTC's modern sleuthing technique is worth noting. Its mail questionnaire — a highly sophisticated investigatory tool—was used for the first time in 1960. By substituting mail surveys of suspect industries for onthe-spot investigations, FTC cuts the expense of investigations and greatly multiplies the amount of information that can be gathered. A by-product: The survey eliminates most of the discrimination that formerly resulted from hit-or-miss field investigations.

In this case, the questionnaire must be answered within 45 days and sworn to by an official of each company. In former days, it would have taken the whole force of FTC field investigators many months to gather a like amount of information.

While a few mail questionnaires were used to gather information in the past nine months, this is the first set to be devoted exclusively to gathering information on every phase of a retailer's use of cooperative advertising. Behind the drive is an

awareness by the Commission that if it expects to do any real, lasting cleaning up of co-op advertising, it will have to concentrate on large retailers as much as, if not more than, on sup-

Contributing to the confused coop situation is its steady growth into a \$2-billion industry. Most companies selling through mass retailers have to use it. About two-thirds of the top 100 national advertisers utilize co-op advertising programs, according to

accepted estimates.

The current tough selling situation hasn't made the picture any prettier. In many companies the field sales department still handles the co-op program, and the salesman often finds that a little co-op deal can clinch the sale. On the other hand, the giant retailers are being profit-squeezed too, and they are quite aware of the profit opportunities in co-op advertising.

► While many marketers may be hurt as a result of the current investigation, and future probes, they may in the long run be happy that the FTC administered the medicine. Hopefully, this drive will help them regain control of their co-op advertising dollars and put them to more effective selling use.

With luck, the manufacturer may be able to draw up an effective co-op ad program, as one phase of an overall marketing program. He may be able to key this program to marketing objectives and stand up to the retailer who demands that he do otherwise. Now everybody will know the rules and the punishment for break-

ing them. And co-op advertising will probably continue to grow. More companies will develop formal programs, to be handled by capable co-op advertising managers. Thanks to the FTC, co-op advertising is at last being put on the road to legitimacy.

Sound Off . . .

Much of Sales Management's editorial planning is ignited by subscribers themselves. through their letters-to-theeditors. We welcome not only your reaction to SM articles, but invite you to tell us what subjects you'd like to see us tackle.

PAPER PET

outlook clear disposition sunny more than that she'll save you money



Bring a kitten, goat or your favorite hamster to the office-the boss may fix you with the evil eye. But here's one office pet he'll welcome. Ozafax 120, the trim, table-top copier that puts money in the bank. By streamlining your purchasing-receiving-paying cycle. Narrowing your shipping-billing gap from 8 days to 2! Getting your bills out, your money in faster. One company saved



\$17,000 ... another \$15,000 ... with fast, errorproof Ozalid billing. Besides getting and keeping billing up to date, Ozafax handles other office chores. Copies just about everything-letters, forms, reports, drawings. And fast . . . up to 13 feet per minute. Put this multi-purpose copier to work for you. It's easy. Ozafax...and all other Ozalid machines

.. can be bought, rented, leased through six convenient plans. Write today for details and our booklet "Money Saving Ideas." Ozalid, Dept. 331 Johnson City, New York.

Ozafax 120...Billing Favorite. Lowest priced one step diazo copier with automatic separation. Simple, spacesaving, dependable

Remember: for best results from Ozalid Whiteprinters use Ozalid Paper and Ozalid Supplies . . . we repeat; use Ozalid Paper and Ozalid Supplies.

DZALID WE REPEAT ZALIC DIVISION OF GENERAL ANILINE & FILM CORPORATION

How a Spokane Retailer Sells a market that

"My customers come not from metropolitan Spokane alone but from the total 36-County Spokane Market."

*

Pay Less Drug Store is the world's largest selfservice drug store. Pay Less recently opened its second store, and ground has been broken for a third. "Since Pay Less Drug Store was established over 28 years ago, 95 per cent or more of our ad budget has been devoted to newspapers. And we have had substantial sales increases in every succeeding year during this period. This success is largely due to the fact that our advertisements in The Spokesman-Review and Spokane Daily Chronicle sell merchandise to people throughout the 36 counties of the Spokane Market."

JOE O'LAREY
PAY LESS DRUG STORE
SPOKANE, WASHINGTON



4 TIMES AS BIG AS IT LOOKS



Here's proof the Spokane Market is the one big exception to the Metro area concept of measuring a market.

Pay Less Drug Store doubled, tripled, even quadrupled sales in just a few years — and principally because of customers who live in 35 counties outside Metropolitan Spokane!

Over 1.1 million people live in the Spokane Market. Their income exceeds \$2.1 billion annually. They spend over \$1.4 billion at retail.

No Pacific Northwest sales job is complete until this major market is sold. Papers published in coastal cities 300 miles away can't do it. It can be sold economically, effectively *only* from Spokane — with the two dailies Spokane Market families consider "local" papers: The Spokesman-Review and Spokane Daily Chronicle.

These Spokane dailies reach over 9 out of 10 families in Metro Spokane; 7 out of 10 families in the 24-County Retail Trading Zone; approximately 5 out of 10 families in the FULL 36-County Spokane Market.

They penetrate to the very core of buying impulses . . . cause thousands to buy merchandise in local stores throughout the 36-County Market . . . prompt thousands more to travel to Spokane and shop.

Whether you sell drugs, general merchandise or food the Spokane Market is an "A" Schedule must — a market 4 times as big as its metro area!

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RETAIL SALES	\$379,688,000		

Source: Sales Management, "Survey of Buying Power," July 10, 1960

Spokane is a Burgoyne Grocery and Drug Test City

THE SPOKESMAN-REVIEW SPOKANE DAILY CHRONICLE



Advertising Representatives: Cresmer & Woodward, Inc. Sunday Spokesman-Review carries Metro Sunday comics and This Week magazine.

Variety Stores in '61

Do variety stores sell replacement parts for sports cars? No, not so far as we know, now. But tomorrow, who knows? You can find power mowers, stereo, women's fashions and credit departments. But manufacturers must know the market—the buyers do.

By EUGENE WHITMORE

Whatever you know about marketing to chain variety stores, you're probably behind the times. If your ideas or impressions are based on events of a few years ago, or even last spring, many are bound to be obsolete. As one sales manager put it, "What you thought you could not sell them two months ago may be in demand today." In no other phase of retailing are things happening so fast.

The kinds of merchandise sold in these stores are changing and becoming even more numerous. The sales gains recorded by the chains make them ever more important as outlets for products of every description. Companies that have traditionally sold through variety chains are finding new ways to sell more and different merchandise to these same chains. And companies that have never dealt with them are finding that chains can become their biggest customers overnight. Every day brings new op-

portunities for the right marketers with the right kind of merchandise.

It goes without saying that it's the big chains — the Woolworths, the Newberrys, the Kresges — that set the pace. Their every move, their buying decisions, their innovations, are all watched closely by the smaller groups. Consequently, it is the giants that are examined here. The high spots of their buying policies, merchandising philosophies, management structures and so on are shown. Some of these are unchanged, others are radically new. Taken all together they form a picture of the fast-moving variety chains — today.

"At the moment," says T. R. Lynn, veteran vice president of F. W. Woolworth Co., "we think of \$99 as the top price ticket for merchandise sold in our stores. But if somebody comes in next week and offers us what appears to be a hot item which must sell for \$110, we would probably buy it"

This statement by an officer of the oldest and largest company in the so-called variety field epitomizes what is happening in all large and small variety store chains, including Woolworth, Kresge, Kress, Newberry, Murphy, Neisner, McCrory, Grant and many local, regional and voluntary chains.

Big-ticket items, charge accounts, time-payment and lay-away plans, double-size stores (some as big as 95,000 square feet), big-space newspaper advertising, high-kev promotions on a year-round basis — even including book-autographing parties for prominent author-personalities — are some of the relatively new policies now being rapidly built into the vast merchandising structure of America's beloved and onetime "five and dime" stores.

The barriers are broken. Today the stores—which once were members of the Limited Price Variety Store Assn. (now the Variety Stores Assn.)—have only tentative limits on price tickets. Newberry sells TV and Hi-Fi record players for up to about \$200. Woolworth has a home billiard table at \$82.50, and in late 1960 most of the variety stores were having sensational success with chord organs at \$69.50 and \$79.50. Furniture continues to be a growing item in many variety chains.

While skyrocketing price tickets open a new market for thousands of items, and new opportunities for hundreds of sales executives, the higher prices are by no means the sum total of the revolution in variety store merchandising.

The managements of most of the

SELF-SERVICE—Kresge unit in San Antonio's North Mall shopping center typifies the swing to self-service or central check-out with limited clerk service. As the shelf stock has increased, size of the store and backroom has decreased.





SPEAKING OF VARIETY—This novel island display in J. J. Newberry store typifies the extent of department develop-

ment as well as luxury of store layout and design. Ceiling shows modern recessed lighting and air conditioning ducts.

large chains and many smaller chains have completely revised their outlook on buying, merchandising, advertising, promotion and store size policies. They are setting up training schools for employees, seeking better sales help, and they have broken down buying departments into highly specialized units. Most of the chains, particularly Newberry's, are pushing advertised brands with more vigor than ever before. Woolworth's stores display a vast variety of advertised brands although, as is well known, Woolworth has many private labels.

These same managements are in-

creasing their advertising and promotion staffs and are seeking many new types of merchandise in categories once thought unsalable in variety stores.

Since the first step in getting merchandise sold in this new type of variety store is contact with the buyer, we will examine buying policies first.

▶ "We have 30 test stores," reports Woolworth's T. R. Lynn. "As soon as a salesman convinces us his merchandise is of a quality we demand, and that his company will stand back of and make good on unsatisfactory

merchandise, we are interested. We want to know something about the supplier's ability to ship merchandise in quantities we need and at the exact time we specify delivery. At this point in selecting a new supplier we may send a quantity of his merchandise to some of our test stores to see how it sells." (Woolworth would not disclose locations of these test stores.)

"How long do these tests extend, and how soon do you notify the supplier of the result?" we asked V-P Lynn.

"Sometimes we hear in a few days. It doesn't take long, and if the pro-



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posed item moves in profitable quantities in our test stores, we may place a large order."

From this point on, the fate of the new merchandise rests largely in the hands of store managers. Of course, if headquarters prepares a promotion on the new items, sales are practically assured. But if Woolworth gives no special attention to the new merchandise, the store managers may not become enthusiastic about it. Obviously, it is possible for some items to be lost in the long lists of merchandise available to local managers.

We asked Lynn about Woolworth's attitude toward local salesmen's visiting store managers or section managers to encourage sales of their company's merchandise or to train floor sales people. His answer:

"We are in business to sell goods and we welcome all the help the man-ufacturers want to give us." The best place to make arrangements to insure volume sales on a product is with the home office staff in the Woolworth Building in downtown New York. Here, on a broad scale, are planned the major merchandising programs, display material, amount of space to be allotted to different lines, and pro-

motion tie-ins with advertisers.

Nevertheless, fi 'd salesmen of any manufacturer whose merchandise is listed by Woolworth can help. Under certain circumstances, they may initiate deals which finally result in purchase of new items.

► For example, a potential supplier situated in, sav, Georgia, could call on the district manager there, show his merchandise and build up interest. If impressed, the district manager might forward samples and prices to New York along with a request that the merchandise be stocked.

The same store managers or regional managers have a limited amount of buying authority locally. Example: They usually place large orders with local nurseries where a Woolworth store has a garden shop. Also, a great tonnage of food is purchased locally.

Woolworth is second only to the U.S. Armed Services in the amount of cooked food prepared and served. Soda fountains, snack bars, cafeterias, sit-down dining areas, little units which sell doughnuts, sandwiches, hot dogs and other specialties are scattered throughout Woolworth stores.

Like other major chains, Woolworth has increased its buying staff. In New York, for instance, 34 buvers are assisted by buyers in 11 district offices. (A Los Angeles buving office was discontinued because of a tendency toward conflict between it and New York buying activities.)

Woolworth hit a billion dollars in sales in 1960 for the first time in its history. This represents an increase of \$49,078,891, or 4.98% over sales of 1959.

During 1960 the company had a net gain of 111 stores to bring the total number of operating stores to 2,430 - 2,075 in the U.S. and Puerto Rico, 248 in Canada, 99 in Germany and eight in Mexico. In addition, the British subsidiary was operating 1,053 stores in the United Kingdom, Eire, the West Indies and Southern Rhodesia.

Its constant expansion and modernization program creates a huge market for store equipment, lighting, flooring, air conditioning and heating equipment, and literally miles of counters and display tables. (However, before vou can sell equipment to most large chains, you must get your brand name on equipment specifications lists.) A Woolworth policy is to buy from sources as near, geographically, as possible to the point of use or sale.

▶ Because Woolworth is the biggest of the variety chains, many sales managers invariably approach it first when offering new items or new lines. The reason: Buvers for other chains are likely to ask right off, "Have you sold Woolworth?" If the answer is yes, the salesman is several steps nearer an order, but if the answer is negative, the buyer wonders why Woolworth turned thumbs down.

Things to remember in approaching Woolworth: The company loves moving and lighted displays. Much effort on these motion displays is concentrated on Woolworth private labels, but advertised lines are by no means barred. The company unceasingly searches for ways to make merchandise more salable, to improve packaging and to add sales points to labels, cartons and all packaging. Part of vour sales battle is won if you bring Woolworth buyers an item which reveals simple, complete instructions, break-proof or highly protective packaging, and sales points printed on the label or package.

"Filled Doughnuts - Watch Them Being Filled," savs a sign over a doughnut sales unit, revealing a Woolworth policy: Use motion, action, an appeal to appetite, an enticing odor to boost food sales. Another policy: Each store is custom-built to serve its particular neighborhood. The great Woolworth store on New York's 34th Street is a typical "big" Woolworth store, with cafeteria and dining space with snack bars and fountains on three sides of the store; basement,

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LOS ANGELES SAN FRANCISCO

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street-level and second-floor sales areas, and a vast array of departments.

Across town in the new Socony-Mobil Building the Woolworth store has 3 entrances, and a large-scale food service and other departments designed especially to serve the neighborhood's hordes of office people - all

in a perpetual hurry.

Twenty Woolworth units have garden shops, a relatively new development in variety store merchandising. Many Woolworth stores are excellent outlets for typewriters, especially models selling under \$100. (Even after you sell Woolworth, the number of its stores which display your merchandise is often up to your ingenuity.) In Boston, the Monarch Foods Division of Consolidated Foods sold the Woolworth buyers there on the idea of selling Monarch Gourmet Foods, a top-quality line of items appealing to the gourmet market. The line sold so well it has been stocked in a number of Woolworth

▶ First step in selling Woolworth is a thorough check of their stores. Not one store, several stores. Check the biggest you can find, then check others. Decide what department your merchandise best fits. Buy samples of competing items on sale in these stores. Talk with store managers and

sales people.

Be highly critical of the merchandise you intend to offer Woolworth. Compare pricing realistically, also packaging, the color, attractiveness and sales-making powers of your labels. Then, and only then-assuming you are not already selling Woolworth-head for a buying office. Obtain a company directory, if possible, and study the buying organization. Be sure you present your items or line to the proper buyer. Woolworth buyers are open-minded. They want to buy. But do not think that a competitive item or a minute price-cut will solve your problem. Woolworth is proud that it has more than 70 suppliers who have sold it without interruption for more than 50 years. A quick pitch based on price, me-too, or just-as-good, appeals will get you nowhere fast in the Woolworth build-

We have our old suppliers to protect," says Vice President Lynn. Other things being equal, an item offered as a competitive number against something already on sale would have little appeal to a Woolworth buyer, unless it had some

extra value.

Another aggressive chain, now known as variety department stores,



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is S. S. Kresge Co., with executive offices in Detroit and 759 stores, about one-third of which are in shopping centers. During 1960, 59 new stores were opened, with 71 scheduled for opening in 1961.

Like other chain merchants, Kresge is increasing the size of stores, adding higher-ticket merchandise, using newspaper advertising on a scale previously unknown to the company. Old stores are being modernized and switched to self-selection check-out units. Sales for 1960 totaled \$418, 199,910, an increase of 3.3% over 1959.

Food is Kresge's largest department, and the company's training program for store managers devotes about one-third of its seminars to training in food operations. The remaining two-thirds is devoted to office procedures and store operation. Early in 1960, Kresge had 844 young men in the program.

Kresge once owned department stores – including the famed, old Fair Store of Chicago, which is now owned by Montgomery Ward & Co. Its only subsidiaries are the Canadian company and a pottery company in Mt. Clemens, near Detroit, which produces more than 1 million pieces weekly.

▶ The company's merchandise program, according to Kresge's own statement, includes "grass seed to power mowers, nails to power tools, women's hosiery to complete ensembles, men's handkerchiefs to wearing apparel, curtain rods to furniture for every room in the house, thread to yard goods, harmonicas to Hi-Fi sets, and skates to bicvcles."

Kresge stores are concentrated in Michigan, Ohio, Illinois, Indiana, Pennsylvania, although some stores are in 33 states, in six Canadian provinces and Puerto Rico.

Typical new Kresge stores range from 23,000 square feet up. In San Antonio, Tex., the Kresge store recently opened in the North Star Mall is one of four such new stores in vast, roofed-over shopping centers which are warmed in winter, cooled in summer, for the benefit of shoppers strolling from store to store.

Long noted for aggressive buying policies and a welcome mat for visiting salesmen, Kresge buyers do not wait for salesmen. They range the markets, attend shows and hunt up suppliers, of which the company now has more than 5,000.

Does Kresge management encourage supplier salesmen's calling on store managers or attempting to win good will of store sales people? This depends on individual circumstances.

Usually, it is best to work with and through headquarters but, in working with suppliers, Kresge is unusually cooperative.

▶ Another variety chain coming up fast is J. J. Newberry Co., with bigger, modern stores, big tickets and aggressive advertising. It was founded in 1912 with one store which chalked up first-year sales of \$32,383.

In 1960 sales of Newberry's 559 stores were \$265.8 million. In 1955, Newberry had operated 476 stores with sales of \$190.7 million.

Newberry now sells men's suits for up to about \$80 and men's shirts for up to \$3.98, featuring the famed BVD brand in this and two lowerprice brackets. Women's dresses go up to \$35, with an especially good seller at \$24.95.

"We think we could do a splendid job on many advertised lines," reports F. S. Newberry, vice president, "especially on some lines which are not now available to us. We often send promotional material to large advertisers and their advertising agencies as an encouragement for them to sell us. We believe that some agencies counsel their clients against selling to the variety chains but, from our records, we are convinced that even though other merchants discontinue certain lines if we feature them, the manufacturer quickly enjoys increased sales."

Certain internal difficulties in stepping up the company's price brackets were described by V-P Newberry. Some older buyers could not orient themselves to higher-price lines. Until 1955, Newberry's highest-price dress was \$2.98. As the company started its up-grading policy, it was apparent that neither its old suppliers nor some of its buyers were equal to the change. A fashion-conscious woman buyer was added to buy dresses from \$10 retail up. The old buyer continues to buy everything from \$10 down. The new plan has spread to other departments.

Because of the tremendous increases in number and variety of items carried, old departments have been divided into several sections. In wearing apparel, one buyer handles girls' and misses' wear; another, ladies' and girls' underwear; another, sleepwear; still another, infants' wear; there's a buyer for general dry goods, another for piece goods.

Three different buyers are responsible for toys, one specializing in dolls and accessories, in mechanical and household and non-riding wheel toys. A second group buys beach and lawn toys, hobby and craft, and construction and wheel goods (riding). The third includes figures, balls and bal-

loons, musical, guns and accessories, books and games, educational and miscellaneous toys.

Ten Newberry buyers divide responsibility for such women's items as handbags, belts, knockabout millinery, blouses and skirts, sweaters and swim suits, smocks, uniforms and maternity dresses, housecoats, brunchcoats, lounge sets, coats, toppers and suits, brassieres and foundation garments, and hosiery. Another buyer takes over on men's and children's hosiery.

Because merchandise has often leaped over traditional department classifications, Newberry no longer keeps sales records by departments. There was the case of a jewelry buyer who turned down a watch salesman who then went to a hardware buyer, sold him watches and sparked an excellent watch volume in, of all places, the hardware department. The jewelry buyer then wanted these watches in his department.

▶ Similar incidents indicate the care with which every sales negotiation must be started and followed through. Any number of items are difficult to assign to only one department. Other chains have found it pays to put leather belts in several departments—in men's clothing, men's slacks and sportswear, women's western wear, boys' wear, and in departments devoted to blue jeans. Newberry follows the tendency of most modern stores to put merchandise wherever customers expect to find it, ignoring traditional department breakdowns.

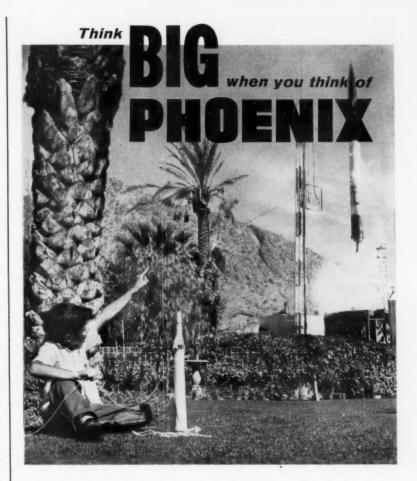
Newberry has 54 departments with all buyers reporting to J. E. Hawes, vice president in charge of buying. Merchandise managers often work with several buyers. For instance, J. H. Frick is merchandise manager for 14 departments each of which has its own buyer.

Newberry maintains a Los Angeles buying office with seven buyers buying for 46 of the company's 54 departments. Its stores are in 44 states with the largest number in California, New York and Pennsylvania, respectively.

One of the company's largest, newest stores is in the new Capitol Plaza Shopping Center in Austin, Tex., where Ward's, Western Auto Supply, an H.E.B. supermarket, and a number of smaller stores are now open or

will soon open.

Precision buying, sales and inventory records are emphasized by Newberry. In some merchandise categories (women's apparel, for example) each item carries a card which the sales person detaches when the article is sold. Each night these cards are



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Local Newberry managers welcome local salesmen. If interested in an item, they forward samples to New York for testing and for a check on the proposed supplier's reliability and delivery capacity. Almost invariably the New York office authorizes such requests and asks for a prompt report on how the items sell. This may lead to a purchase for the entire chain.

Newberry is partial to name brands. Since most departments play up advertised brands, hundreds of familiar names are found throughout Newberry stores.

▶ For every firm statement about variety store chains, exceptions are possible. Policies today are more fluid than ever; stores are growing larger, and the number of items is increasing rapidly, some departments having doubled since 1955. Housewares 3,000 items in 1955 have grown to 5,000. In several chains, notions have moved up from 2,500 to 5,000 items in the same period.

What a sales manager can do after his sale is made and his merchandise listed on the chain price lists depends, today as never before, on his ingenuity. We watched a manufacturer's salesman demonstrate Type-Korector to three Kress sales girls in the big, high-ceilinged store at Fifth Avenue and 39th Street, New York City, last fall. The store had provided a standard typewriter for the demonstration and, because the item was brand new, the girls were eager to learn. As the demonstration proceeded, customers gathered and several sales were made.

A week later in a Texas store we watched a salesman sell a chain store manager a supply of a new kind of initial letters for use in putting customers' initials on leather goods, luggage and similar items.

As this salesman put it, "Every chain store manager has some discretionary buying power. He may use it in emergency shortages, to meet competition, or to sweeten up a display. He must watch his step to avoid mistakes and criticism from his district or regional managers, but he is, as a rule, encouraged to use his head and his originality. If his store remains in a profit bracket, he won't be criticized."

Items get started in many ways. Woolworth started with electric razors by buying quantities of discontinued models and pricing them accordingly. Vice President William Brown, Remington Rand Division of Sperry Rand, says that in some towns the Kresge store is the best outlet for lower-price portable typewriters, especially "if you can get to the local manager and work with him to train someone in selling typewriters and in arousing interest in them."

▶ Some manufacturers of advertised brands are reluctant to sell variety chains for fear of retaliation from "our regular trade." The truth is that in some cases the variety stores have become the "regular trade."

Stanley tools, long a leader in quarity, are sold there under their own brand. So are Ekco cutlery and kitchen items, RCA and Decca records, Detecto scales, Scotch tape, Tuck tape, Revere copper ware, several makes of typewriters and most advertised cosmetic, drug and toilet articles.

Many advertised fabrics such as Dan River and Cone's are featured, along with BVD men's shirts and underwear, advertised lines of hand and power tools, power lawn mowers and thousands of other items.

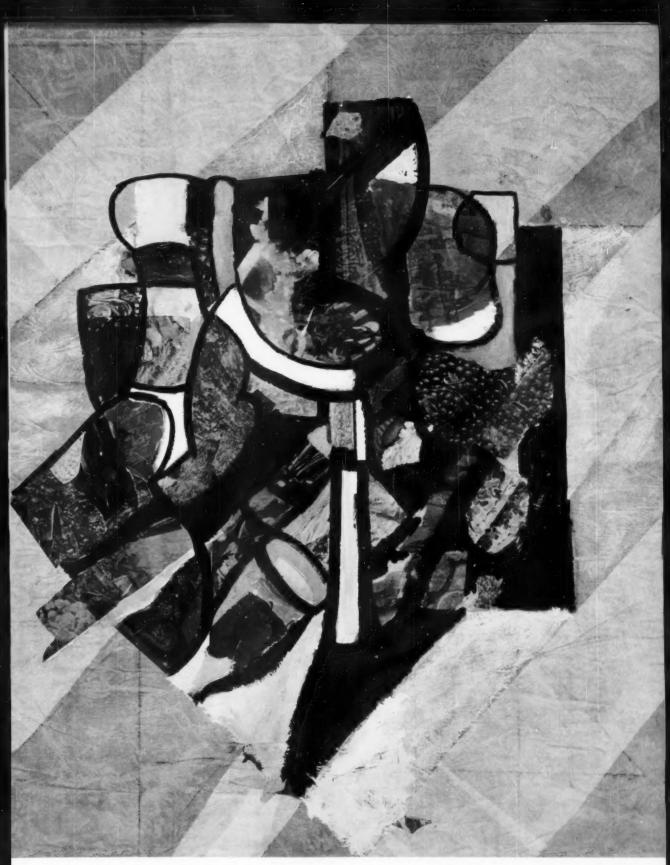
Besides Woolworth, Newberry, Kresge, there are other aggressive variety chains.

While S. H. Kress & Co. has had management difficulties in the recent past, the present organization is moving ahead. In 1959 the chain did \$154.4 million, down from \$176.2 million in 1952, its biggest year. Current activities promise full recovery.

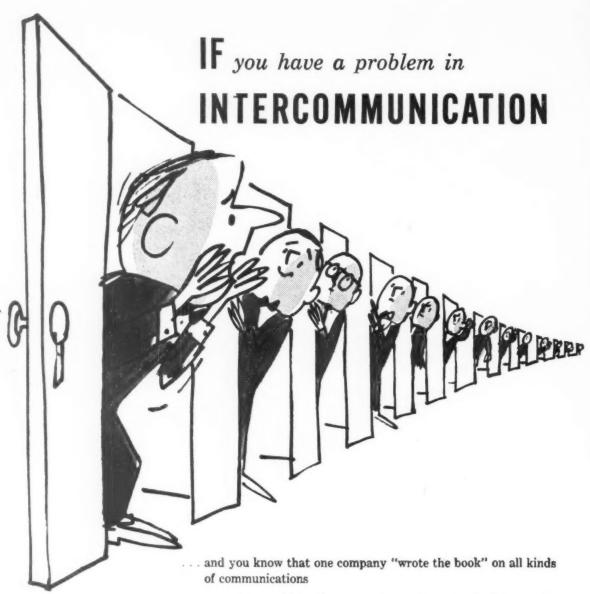
Neisner Brothers, with headquarters in Rochester, N. Y., is growing healthily and its stores, some in hotspot downtown locations and others in shopping centers, seem determined to outdo Woolworth in the number and variety of food stations per store.

G. C. Murphy, McCrory-McLellan and H. L. Green vie with each other and with the larger chains, all of which have competition from independent variety stores, voluntary chains such as the Ben Franklin (Butler-sponsored chain) and a host of regional or local chains.

W. T. Grant has not been discussed in this report because it will be covered in a later report on department stores.



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STOCKHOLDERS:

Super Consumers or Disinterested Owners?

Although many companies avoid enlisting shareholders as customers and word-of-mouth advertising media, four of the biggest go all-out. Here's how Borden, General Motors, Nabisco and Bristol-Myers promote to their owners.

It's a safe bet that Henry Ford never bought a Chevrolet. Yet today, thousands upon thousands of company owners — the stockholders blithely and blandly buy, use, and "talk up" the products marketed by companies competitive with their own.

Surprisingly, corporate managements seldom try to do anything about this situation. Why? More often than not, it's because "share-holder relations is a Finance problem . . . and sales are up to Marketing."

This obvious lack of interest-or unwarranted fear of offending-is nothing short of amazing. Obviously, shareholders should be most receptive to buy-and-boost campaigns. And they make a prime market.

In spite of the increased interest in the stock market at nearly every level of the population, stochnolders still represent higher than average income, intelligence and education. To make things even more apple pie, most companies have to communicate with their shareholders four or five times a year about financial matters, and any additional promotional material that is sent along gets a free ride. In addition, a shareholder is more likely to open and read a letter

from "his" company than from an unfamiliar direct mail source. (See "Can't We Make Stockholders Care?" SM, Aug. 19, 1960.)

Of course some companies—including a few of the biggest—do actively enlist their stockholders' patronage. The Borden Co., for example, goes all out to win its "owners" as customers.

This comment, by Borden President Harold W. Comfort, appeared in a recent quarterly report to shareholders. It pretty much sums up the company's attitude:

"You may rightfully feel that management should not bother shareholders with problems of sales promotion, and I would certainly agree that stock ownership carries no obligation to help along a company's business. However, I would not be fulfilling the trust that you have placed in management if I did not attempt to direct the frequently expressed enthusiasm for Borden products into channels that would be most beneficial to our company. I hope that those of you who agree with me will continue to buy Borden's, to boost our products to your friends, and to indicate your preference to your own grocer.'

Although this message to stockholders is definitely soft-sell, management is somewhat more emphatic in its own thinking. Borden executives regard the stockholder list of 48,954 people (end of 1960) not as a group of individuals but of families-families which, with the national average at 3.7 persons each, comprise an interested market slightly larger than Hartford.

Borden uses its annual reports as a showcase for its products, and usually features recipes built around the Borden brand. Quarterly stockholder memos often feature products, too, and a recent one included a copy of "Elmer's Wood-Gluing Handbook," which gives tips to the do-it-yourselfer

on using the company's adhesive prod-

Product sampling to shareholders is used extensively. The meal served at the latest annual meeting consisted entirely of Borden products. At times samples are offered through quarterly memos to inform stockholders about new products and to urge them to try them and pass the word.

In 1949 the company offered a jar of its new instant coffee, and about 61% of the shareholders responded. That same year, 73% took the company up on its offer of a sample of a new Gruyère cheese. In 1954, 50.5% requested samples of Starlac dry milk, and in 1959 all stockholders received samples of the new Borden's instant whipped potatoes.

Every fall, the company offers stockholders a selection of holiday gift packages at "attractive" prices. 1960 the items were a 5-pound cheddar cheese, a variety assortment of party foods, a jar of brandied mincemeat and a kit of Borden's Marcelle cosmetics. Prices ranged from \$3 to \$5.70.

► A company like General Motors must of course refrain from sampling, but it, nonetheless, expects loyalty from its stockholders.

With 800,000 shareholders, GM has more at stake than most firms.

Illustrations of the company's products and frequent reminders that the shareholder is a member of this "large family" and in a prime position to boost and buy its products carry most of the promotional weight.

The appeal begins as soon as a new shareholder buys his stock. He receives a welcoming letter from the board chairman which lists the company's leading products by brand names, and includes a strongly im-

plied bid for patronage.

Four times a year, when the shareholder removes his dividend from the envelope, he sees behind the window the slogan: "GM is Your Company-Buy and Boost GM Products." Both annual and quarterly reports feature write-ups and photographs of products. The annual reports go all out to display products with color photographs and gatefolds.

Booklets and other sales literature go regularly to shareholders, sometimes along with the annual report or quarterly statement, and sometimes separately. Last year, for example, a Frigidaire appliance booklet was sent with the first-quarter report. And right after the last '61 model car was introduced last fall, a special booklet with product descriptions and prices was addressed to each stockholder.

At annual meetings, GM products are displayed and demonstrated. And shareholders present are given the opportunity to test-drive one of the newest models around the test track.

National Biscuit Co. also uses the welcoming letter to new shareholders, and it minces no words in its requests for support. One paragraph reads: "As you know, dividends depend on sales-and sales depend on customers. We currently manufacture over 175 cookie and cracker varieties in addition to allied products, and we like to think that every person in our country is a customer of ours. Presumably,



The Complete Convention Site

It's all here at Boca: a beautiful 18-hole golf course, a Cabana Club with a mile-long ocean beach, tennis courts, two pools, everything to keep your members happy and on the premises day and night.

Important, too, our staff has a long record of success in handling conventions. We have all the facilities, meeting rooms for groups up to 700 in number, complete air conditioning and superb cuisine, all in an atmosphere of breath-taking beauty. For details and reservations write or phone "Ike" Parrish, Director of Sales.

Boca Raton Boca Raton, Florida

An Arvida Hotel, a subsidiary of Arvida Corporation

Nat'l Rep.: Robert F. Warner, Inc. . New York . Chicago . Washington . Boston . Toronto

as a shareholder, you like our products and we hope you will recommend them to your friends."

Additional sales material is included with the president's letter to the new "owners." An accordion-fold brochure telling of current operations, outlining the company's history and mentioning some of the more popular products, is one of the promotion pieces. A glossy proof of an ad for a new product may also be included, along with a reprint of a Reader's Digest story on Nabisco.

Financial reports carry their weight, too. The current annual report has a center spread showing 62 products in full color, and elsewhere pictures new products over mouth-watering descriptions of each. Although quarterly reports do not always include product promotion, special circulars featuring one product in illustrations and text are mailed in the same envelope. The summer dividend check was accompanied by a leaflet showing several Nabisco hot-weather snacks.

Although the company's products are of good size and cost for sampling, the cost of mailing a fragile, semi-perishable product has discouraged Nabisco from giving away products to shareholders except at annual meetings. Like Borden, Nabisco does offer a Christmas gift package-in this case a fruitcake.

▶ One of the companies most heavily involved in shareholder sampling is Bristol-Myers. Each new stockholder receives, along with a welcoming letter which bids for good will and support, a gift package of the company's non-prescription products. By attending the company's annual meeting in New York, the shareholder can get another gift package as well as a number of individual samples from a variety of display booths.

Bristol-Myers uses its financial statements to keep stockholders interested between samples. The annual report features a division-bydivision breakdown of products which are illustrated with color photographs. Quarterly dividend checks are accompanied by folders illustrating the latest new product or development.

The stockholder promotion campaign is not necessarily limited to consumer-goods companies, either. Pit-ney-Bowes, for example, includes a postpaid reply card in its annual report. Shareholders can use the card to request product literature or a demonstration. There is also a place on the card for prospects' names.

The question, then, is not really can -or should-a company ask for stockholder loyalty. Really, the question is: "Why don't more companies do it?" ◆ -ETNA KELLEY



At least it's old hat in the Syracuse Market. Delivering regional coverage has been accomplished by Syracuse Newspapers for years and years.

Localized editions in both the Primary and Secondary areas of the BIG Syracuse Market have provided advertisers with "localized impact" for a long time.

The advertiser seeking regional coverage gets it . . . PLUS he gets "localized credibility" in each of the 13 separate editions of Syracuse Newspapers which DELIVER the full 15-county Syracuse Market every day!

There's only one effective way to sell ALL of the Syracuse Market: The Syracuse Newspapers.

No other combination of media delivers comparable coverage at comparable cost.

There's no other way to get REGIONAL coverage with such LOCALIZED impact at such a low cost!



HERALD JOURNAL & HERALD AMERICAN Sunday

THE DOST STANDARD Morning & Sunday

Represented Nationally by MOLONEY, REGAN & SCHMITT

CIRCULATION: Combined Daily 230,814 . Sunday Herald American 202,467 . Sunday Post Standard 102,966

How Helps sell

In Philadelphia and all across the country, millions of families relived the excitement and heartbreak of the Civil War through LIFE's great Centennial series. In metropolitan Philadelphia, 4th largest market in retail sales, an average issue of LIFE reaches 40% of all homes . . . more homes than any other weekly or biweekly magazine. For 25 years LIFE's thrilling coverage of events past



Biggest Audience Each Week. A view of metropolitan Philadelphia where an average issue of LIFE reaches 70% more households than The Saturday Eve-

ning Post, 18% more households than Look Magazine. Throughout the United States more households read LIFE than any other weekly or biweekly magazine.





"LIFE helps sell merchandise in Philadelphia."
Richard Bond, President of John Wanamaker, Philadelphia, says: "We're working with LIFE on experimental promotion with point-of-sale merchandisers.

We're also using LIFE's displays, advance fashion features and tie-ins with 'Advertised-in-LIFE' whenever possible. Our results prove to us over and over again that LIFE does help sell merchandise in Philadelphia."

How apparel advertisers rank national magazines APPAREL, FOOTWEAR & ACCESSORIES ADVERTISING – 1960				
1	LIFE	\$7,754,896		
2	Vogue	4,973,046		
3	Seventeen	3,735,354		

Source: PIB A100



apparel in Philadelphia

and present has drawn a loyal audience—has kept readers coming back for more week after week.

A market rich in people—a market rich in dollars: in Philadelphia and across the U.S., the homes reached by LIFE in six issues account for 73¢ out of every dollar spent on women's and girls' clothing. That's how LIFE helps sell apparel in Philadelphia and throughout America.



Memorable Coverage. The specially commissioned painting above was taken from LIFE's 6-part series commemorating the Civil War. It typifies coverage LIFE

gives to events both past and present. It's this kind of coverage that makes LIFE a potent force for selling apparel in Philadelphia and all across the United States.

INSIDE SOLID CINCINNATI:



"Well, didn't you tell me that we Cincinnati Enquirer families have \$600 a year more to spend than the average Cincinnati family?"

..... SOLID CINCINNATI READS THE CINCINNATI ENQUIRER



Daily Enquirer families make more, need more, spend more. You're in solid with them when you advertise in their newspaper . . . the Cincinnati Daily Enquirer. For more facts on the market-that-matters in Cincinnati, call or write The Enquirer's Research Department for the latest Top Ten Brands survey.

Represented by Moloney, Regan & Schmitt, Inc

What's Happened To Salesmanship?

(continued from page 39)

ment reacted by initiating and planning for increased production and

plant expansion.

What happened to the salesman and the sales manager? Their function as the producers of orders was over, so we find them fitting into the picture in many unusual capacities. Many sales managers and some top salesmen became "expediters," acting as liaison men between companies working on subcontracts. Some went into the personnel departments and scoured the country recruiting manpower for our industrial war machine. These accounted for a few, mostly older men; the majority were drafted or enlisted in the armed forces.

New production records were set and broken daily. The manpower pool of a short five years before was gone. We had the "graveyard shift" and went on a 24-hour day, seven days a week. Women were urged to get into industry for the duration, but many have remained permanently.

This war boom doubled and often tripled personal incomes. In spite of higher taxes, War Bonds and savings programs, the people still had plenty of money and very little to spend it on.

Remember how we queued up in lines for cigarettes and nylons? Hard goods were eliminated for the duration. Priorities and rationing was the order of the day. Selling was "mothballed" for the duration. It would become rusty, out of date and sluggish.

When the end came on VE and VJ days we had built an industrial giant and created a ready market in peace-time civilian goods. All that remained was the re-tooling and reconversion from war production to

The Post-War Period-1945 to 1955

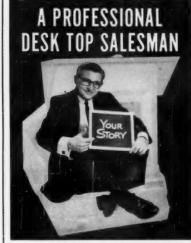
The post-war boom was quite an economic phenomenon. Everybody seemed to want a new car or a new refrigerator or both. Selling consisted of taking orders. In the auto industry the demand was so great and conversion enough delayed that by the time the first models rolled off the assembly lines dealers had a list with cash deposits awaiting delivery. Nothing like this had ever been seen and as a result, under-the-table cash changed hands just to buy list posi-

This was selling? The new men coming out of service to fill the sales ranks, and those who grew up during the war, were green and inexperienced, but who needed experienced men? All anyone was looking for was a young man, who made a pleasing appearance and could write up an order.

Many of these same men were promoted to become the new sales managers. If they were green salesmen, they were even greener managers.

The new salesmen never knew anything about the "hard-sell" days of the pre-war period-and the old timer forgot all about them. This was a new world and a new era. Unfortunately, this argument stood up for a few years.

This is the only background and experience most of our salesmen have



IN A 13 LB. PACKAGE



Just open the lid, plug it in and the "FLIP-TOP" presents your sales message the way you want it, complete with sight and sound. See and hear how the "FLIP-TOP" will tell your story as tell your story at your desk. Write to:

UKANE CORPORATION
SM-41 • ST. CHARLES, ILL.







QUAD-CITIES

(Davenport, Ia. — Rock Island Moline — East Moline, III.)

TAKE BIG STEP FORWARD

3rd largest lowa-Illinois Market - Over A Quarter Million People - Now 270,058

Quad-Cities are moving UP in business...International Harvester local plants alone have taken another step forward with an increase of tractor production of 45%. Quad-Cities with a spendable income in excess of a half billion dollars is on the movel Quad-City daily newspapers with 99.8% coverage of the metropolitan area is the perfect media to sell YOUR product!

THE COMPLETE COVERAGE MEDIUM OF THE MARKET

QUAD-CITY NEWSPAPERS

MOLINE DISPATCH
ROCK ISLAND ARGUS
DAVENPORT MORNING DEMOCRAT®
DAVENPORT EVENING TIMES *
Represented by Allon-Klapp Co.
Represented by Jann & Kelley, Inc.*

What's Happened To Salesmanship?

(continued)

had. So they felt they did the job of selling well. The proof? Look at all the orders! No one in either management or sales ever seemed to think this bubble would burst. We now had more and more advertising in magazines, radio and television. If things slowed a little you stepped up your advertising. Madison Avenue became the Valhalla of the mass-merchandising theorists.

This influence on selling was tragic. For one thing, no salesman wanted to prospect for new customers; advertising would bring them in. So salesmen hung around showrooms like sales clerks awaiting customers. If they traveled, they wanted only jobs that had established accounts with repeat business. Sales managers now became sales executives who ignored the training of their men.

In the middle 'fifties salesmen discovered a very frightening fact, that customers resisted being sold. Even the most optimistic managers began to see the shape of things to come: a return to normal buyer reactions, with customers no longer battering in the showroom doors to buy. Still we went on trying to think up slogans, gimmicks, and short cuts to those sales that were getting away.

When the answers ran out in 1958, management was appalled at the shape of the average sales force. It wasn't sharp and trim, and it lacked the creative force it had formerly had.

▶ The most constructive step taken was the developing of training departments in one company after another. Salesmen were trained and retrained. Training techniques were often the result of trial and error, but made a big improvement over the do-nothing period. Sales promotion moved into sharper focus and added further impetus.

All this helped the salesman, but he found that with all this knowledge he still had to call on customers who were not impressed and put up resistances. The methods and techniques of handling these resistances spelled the difference in making or losing a sale. It was in this area that salesmen needed help badly, and still do. The classroom of the training department can cover this, but nothing will ever be as effective as the sales manager who can take the men out and show them how to do it. This is a throwback to the 'thirties, when sales managers were the authorities on selling and showed men how to do it right in front of a customer.

The assumption that after training a salesman just naturally does and says the right things in the face of problem customers is a myth. And such ineffectiveness has made itself felt where it hurts most—in profit and loss statements. It is time we agreed that our salesmen lack the professional touch of their pre-war predecessors.

Strikes, the recession and levelingoff periods moved the top management spotlight to better marketing rather than more production. Marketing men collected and examined data and scanned the market carefully before committing the company to new products, advertising and production. Failure to do so had tragic results.

The Transition Period—1955 to 1960

By now, not only the "graveyard shift," but the second shift as well disappeared. Tax laws were adjusted to encourage more risk capital. Research was an established and important factor in all industry. Through research, new materials, products and better ways helped to build and expand markets.

This increased the need for more salesmen. Where to find them? There just wasn't any pool of trained, experienced men to draw from, which meant hiring more recruits and building them yourself. This was expensive, but absolutely necessary, for nothing new was sold without the personal contact and persuasiveness of a salesman. Although these men were the best educated, best backed and trained men ever to enter selling on a first-time basis, they failed to get the results necessary. There was something missing—experience, the kind of hard-sell experience that salesmen in the 'thirties cut their eveteeth on.

the 'thirties' cut their eyeteeth on.

Around 1955, salesmen were finding more than a few hard-to-sell prospects, but the salesman buttressed with new products, in new markets, was able to find customers for his wares. Toward the end of 1960 even these customers were disappearing so rapidly that salesmen were thrown oft balance. Hard-to-sell prospects with sharp pencils and built-in cynicism hit the salesman where he lived. His pride, ego, self-confidence and enthusiasm took a bad beating. These are the qualities that must be revamped, rebuilt and re-inspired, and the only logical man to do the job is the sales manager.

It is a tough job, but one that must be done. Higher taxes and tougher competition have radically changed profit margins. Companies find that



"Now we can train new salesmen with movies anywhere, any time...in just an hour"

"Our training movie provides trainees with more thorough comprehension of our way of selling than training manuals ever did, and it's less expensive and more efficient than traveling training experts,' says T. O. Kaplen, Executive Vice President of Atlas Sewing Centers, Inc., headquarters, Houston, Texas.

"It works so well that we've given each of our 65 store managers a 16mm Kodak Pageant Sound Projector so that any one of them can train new men when they

"Our choice of projector, we knew, would be important, because store managers, like everyone else, are too busy to worry about machinery that's complicated to operate or too much trouble to keep in running order. After many 'loaner' demonstrations of various makes, and

after asking others who use movies, we decided the Kodak Pageant would be easiest to operate, and would have the stamina to take inexperienced handling.

"Our movie was professionally produced. And it, along with this uncomplicated Kodak Pageant Projector, makes a training session smooth, interesting, and understandable. The demonstration is ideal. The trainee sees and hears not only what to say and when to say it, but also how to say it, even to the proper inflection, emphasis, and gestures.

"None of the precisely worked out message is ever omitted or diluted. And outside pressures have no interfering influence. Our trainee is 'captive' in a darkened quiet room-the right atmosphere for concentration."

If you would like to learn more about the

way movies are being used by business and industry, or if you would like literature about Kodak Pageant Projectors, mail this coupon to us now.

You may see a Kodak Pageant demonstrated by calling your Kodak audio-visual

Kodak Pageant Projector EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N.Y.		4-222		
Send me, without obligation, Kodak Pageant Bulletin, V3-22.				
Pageant Bull	etin, V3-22.			
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CITY	STATE			
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Kodak Pageant Projector > EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N. Y.



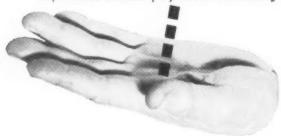
With over 618,000 circulation, the Journal-American now has 80% as many readers as the two other New York evening newspapers combined!

Just 3 years ago, the Journal-American had 70% as much weekday circulation as its two evening contemporaries combined. But the Journal-American has gained 55,000 since then, while both other New York evening newspapers declined in circulation. So, it now has 4/5ths as many readers as the combination of the other two! It's one of the most remarkable newspaper circulation success stories in recent times.

Are your advertising plans taking this progress into consideration?

Journal American

Represented Nationally by Hearst Advertising Service Inc.



From A. B. C. Publishers' Statements for 6 months ending September 30, 1960

What's Happened To Salesmanship?

(continued)

merely equaling last year's sales volume will probably mean a loss in profits.

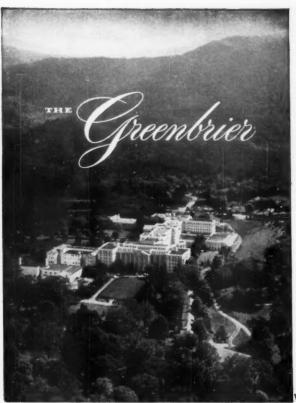
A lot of things are happening to the individual salesman. He is under pressure to produce, and he has tougher competition to face. Prospects are tough and hard to sell, but this does not mean that they won't buy or can't be sold. It does mean that they are assuming their normal position as buyers with rights to question statements and search for the best values for their particular needs. They want and expect intelligent, factual presentation of sales points, given in a simple, direct manner. They no longer want time-consuming trivialities, discussions of hobbies, jokes, or any of the hundred different approaches salesmen have used in the past to establish a friendly or fra-ternal relationship. Many salesmen think this is selling themselves. It is, in a way, for they are selling themselves right out the door.

The period from approximately 1955 to the end of 1960 saw all these things happen and more. Production caught up with and passed demand. High inventories meant that you were in stiff competition with everyone who could possibly sell your customer.

▶ The 'sixties are filled with great challenge and great promise. We have an expanding market through population growth. More and more people are being better educated. Leisure time and recreation now make major markets, as industry and Government weigh the shorter workweek.

The biggest challenge is that of teaching your salesmen to be more effective and confident in front of your prospective customer. In short, more orders properly and profitably sold. The responsibility falls squarely on the shoulders of the sales manager.

▶ We have gone through a long period when orders were relatively easy to come by, so don't let your glowing records of yesterday blind you to the needs of today. Recently, in interviewing applicants for a sales position, I found among the applicants three former sales managers. I was interested to note that while these men were unemployed and looking for new connections, they each showed me sales records they had set with their previous company. Let's face it, no



AMERICA'S INFORMAL BUSINESS CAPITAL

You will find at The Greenbrier the perfect setting for your conference, whether it be for ten or a thousand people. The new, air-conditioned West Wing has an auditorium with a 42-foot stage, new sound and projection machines, splendid banquet arrangements, a theatre with a CinemaScope screen. Ready soon will be our new 17,000 square foot exhibit hall. For aftersession enjoyment The Greenbrier's recreational facilities are unsurpassed. And our staff of experts not only helps in planning your program, but they also handle the details to carry it through successfully.

Special Winter Rates available on request. Include a spacious, luxurious room and The Greenbrier's traditionally fine meals, green fees (our courses are playable much of the winter), swimming in mosaic tile indoor pool, membership in the Old White Club and gratuities to service personnel. EFFECTIVE DEC. 1, 1961—FEB. 28, 1962.

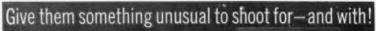
FOR INFORMATION write Charles L. Norvell, Dir. of Sales. Also reservation offices: New York, 630 5th Ave., JU 6-4500 Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0624 • Washington, D. C., Investment Bldg., RE 7-2642 • Glen W. Fawcett: San Francisco, 1029 Russ Build-

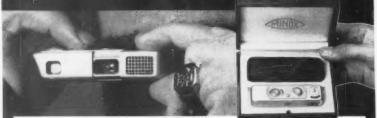
ing, YU 2-6905 • Seattle, 726 Joseph Vance Building, MU 2-1981 • Dallas, 211 N. Ervay, RI 1-6814 • Los Angeles, 510 West Sixth Street, MA 6-7581.

Greenbrier

WHITE SULPHUR SPRINGS . WEST VIRGINIA







A MINOX CAMERA IS A UNIQUE AND PRACTICAL SALES INCENT

Salesmen can be pretty jaded about the usual incentives. They've seen them all. The mighty Minox is another matter. This precisionmade, ultra-miniature camera is a prize worth capturing. Enterprising salesmen take it with them wherever they go, use it for business as well as pleasure. The remarkable Minox weighs in at a scant 31/4 oz., is little larger than a package of gum, takes big and bright pictures in color or black and white. Give them something unusual to shoot for and get unusual sales results. Write and we'll provide convincing details on the use of the Minox for sales incentives at all levels of distribution, corporate gifts and employee recognition programs.

KLING PHOTO CORPORATION • 257 Park Avenue South • New York 10, N. Y.

. a famous camera from camera-famous West Germany

POWER YOUR SALES



with "Nuclearized" Jewelry



Designed for you, handsome tie-clasps, cuff links, lapel buttons stimulate sales, create good will as:

- Sales campaign awards
- · Staff service and performance awards
- · Gifts for special occasions
- · Customer good will gifts



Send for FREE 12-page booklet WILLIAMS & ANDERSON CO.

14 Third Street, Providence 6, R. I. EMBLEM MANUFACTURERS SINCE 1901 Mr. Manufacturer:

AWA's pay-as-you-use plan cuts distribution costs

Why pay for warehouse space you don't use? Every vacant square foot increases your cost per unit. For flexibility and economy, public warehousing is the profitable answer. Investigate the AWA Pay-asyou-use-Plan.

Write for Free Directory listing locations and space availabilities to fit your needs

512 Members Offering 1,273 Distribution Centers, Merchandise Warehouses & General Storage Facilities

American Warehousemen's Association 222 W. Adams St. . Chicago 6 . Randolph 6-5550

What's Happened To Salesmanship?

(continued)

one cuts loose anybody who can break records, unless he is failing to meet today's problems. During this easy-sell period, salesmen were not the only ones who were fooled.

Certainly sales managers are better trained in the art of management than their counterparts of the 'thirties. Yet both periods now have one thing in common, hard-to-sell prospects and tough competition. Let's examine the one basic truth that worked for sales managers in the 'thirties and will work for us in the 'sixties.

What will make you a successful sales manager in this modern market? There is only one thing that can guarantee your success - creative This is the ability to creatively develop the talents and abilities of your own salesmen, to equip them with the sales muscle to get the job done.

► To do this you must first of all like salesmen and be able to get along with all types. They come in all shapes and sizes, introverted and extroverted, but most of all individuals.

The sales recession of 1958 and the current one have taught us that the Great American Salesman is perhaps the all-time All-American Order Taker. He is rusty to the point of ignorance on basic selling fundamen-tals. He is one of the best product men ever to master the "nuts and bolts" story, but what floors him is that when he has told his story he must then be able to sell tough

Your success might be measured in your ability to awaken the creative instincts of your salesman by returning to the basic sales fundamentals. A training department can help, but you must do the job. This will take tact and thoroughness. You must earn his respect for both your judgment and your ability. In his eyes you must be the top authority on selling technique. When you talk with a man about how to handle the "I'll buy later" type of prospect, you must be able to "put your money where your mouth is."

Why is this so important? This is the area in which he is weakest. This is the area that he never talks about. This is the area that, if he is questioned, he will most likely misrepresent. It is the human side of sellingpersuading people to buy. It is a tough job and it hasn't been made any easier by being neglected for the past 20 years. It's obvious that with the war and post-war boom there was little need to remind men of sales fundamentals. An order is an order, but when they start to slow up—when the sales curve goes down—you are the one who must correct it.

▶ When a golfer begins to slice his drives, he turns to the club pro. The pro is the top authority. He can show you how to correct the slice. He works with the fundamental swing, corrects it and then makes the duffer practice it until it becomes automatic with him. The same thing is true of sales managers. When the sales force starts slicing on sales, you are the top authority who can help. You, like the golf pro, must make your correction with the fundamentals. Show your men how and then insist that they practice until the proper technique becomes automatic.

Sales fundamentals deal with handling people's resistances to buying. Without a knowledge of these fundamentals the salesman lacks the background to handle the many different types of buyers he meets every day.

As sales manager, you must remember that your salesmen are people too. They must be sold, not told, ideas that are good for them and the company. As a successful salesman yourself, you know that you can't sell anything unless you know all there is to know about it. To lead your salesmen you must be an expert in selling. They will sense your weaknesses before they ever take the time to look for your strengths. Be an expert in selling people, demonstrate it, teach it, inspire it and you'll earn respect, loyalty and most of all improved results.

In the 'sixties we need a rebirth of sales leadership. This means inspiring salesmen to better efforts and selling them on their abilities, their futures and your belief in them. The loss of this confidence in selling is what has happened to salesmanship. ◆

Subscriber Service

Subscribers buy more than one million pages of reprints yearly, through Sales Management's Readers' Service Bureau. In addition, RS stands ready to help you research back issues of SM on any classification of subject matter we have published. Write: Sales Management, Readers' Service Bureau, 630 Third Ave., New York 17, N. Y.

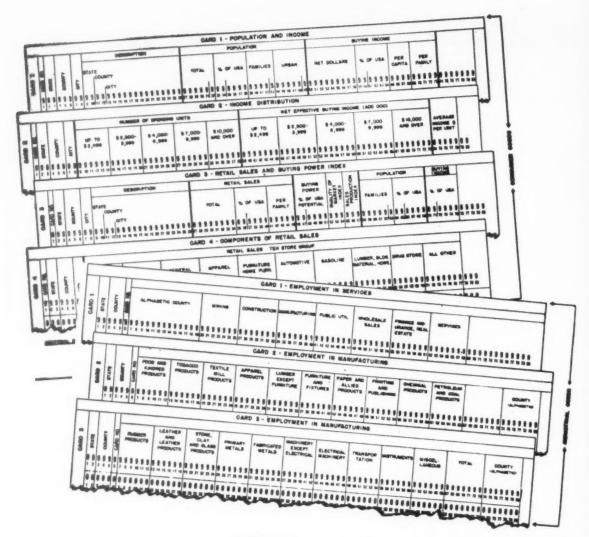


OF DELAWARE VALLEY'S LUMBER AND BUILDING SUPPLY SALES ARE MADE IN THE SUBURBS The Philadelphia Inquirer

delivers your advertising to 27% more suburban men readers than does any other Philadelphia newspaper.



Sources: 1960 Sales Management Survey of Buying Power; Continuing Study of Adult Newspaper Readership by Sindlinger & Company, Inc., based on over 50,000 interviews, 1957-59. (Summary of 1959 study available on request.)



use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories you can conveniently apply the May 10, 1961 SALES MANAGEMENT Survey of Buying Power to your own market areas.

Market Statistics, Inc. will prepare these IBM analyses for you quickly. Or if you have your own IBM installation, you can prepare them automatically in your own office, as do over 200 leading companies today.

In addition to the factors shown above, many other specialized indexes are available on county cards; Index of Urban Demand (for styled merchandise), Index of Office Equipment Demand, Index of Resort Activity, Growth Factors (to isolate areas of rapid or slow growth) 1960 plus all major Census marketing benchmarks (age, distributions, etc.), to which the new Survey estimates are geared.

It is only necessary to determine what factors (or combinations thereof) would reflect demand for your product. If you have any questions on this, you may without obligation consult with our staff for correlation studies of your own sales to isolate your key marketing factors.

MARKET STATISTICS, INC.

RESEARCH CONSULTANTS TO SALES MANAGEMENT MAGAZINE
630 Third Avenue, New York 17, N. Y.—YU-6-8557

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Marketing Outlook for May 1961

By DR. JAY M. GOULD, Research Director Sales Management and its Survey of Buying Power

Business activity in May should witness a further slight improvement, in view of the unanimity of expert opinion that we are currently rounding the bottom. In terms of our Index of Business Activity, the May figure should show a 2% drop from last May (when the current recession first began), reflecting the balance between industrial activity, which will be down by 4%, and retailing, which will in May 1961 draw even with last May.

Dur business activity forecasts are of particular value at this time in spotting areas that will lead the country out of the recession. The Government's monthly list of "labor-surplus" areas is of little value in this respect since, with a national unemployment rate of 6.8%, most large metro areas fall into the "labor-surplus" category.

- ▶ In our listing, all starred cities have better than average levels of business over last year. The Pacific and Mountain states have the largest ratio of starred to unstarred cities (over 50-50). The West South Central and South Atlantic regions, surprisingly, have the smallest ratio though these are not the areas with the highest incidence of unemployment. Actually it frequently happens that an upturn starts in areas hardest hit by the recession in terms of unemployment, because they show the sharpest percentage gains after recovery.
- ▶ In this sense, perhaps the sharpest recoveries will come in the Great Lakes states and other centers of heavy industry. The areas least hit by the recession to date include large trading centers where a high degree of diversification offsets recession influences.

36 Best Markets for May

(Top six cities by population groupings) U.S. Index: 100

The following cities have a common denominator. They are expected to exhibit business activity leadership in the coming month. The index opposite each city compares its performance with that of the nation as a whole. For example, if a city has an index of 106.9 it means that its business activity next month is forecast to lead the national average change by 6.9%. Canadian figures are compared with U.S. Detailed figures are on following pages.

Cities Over 500,000

Hempstead Twsp., N.Y.	117.4
Los Angeles, Cal.	106.0
San Francisco, Cal.	105.9
Chicago, III.	105.8
New York City, N.Y.	104.0
Dallas, Tex.	104.0

Cities 50,000-99,999

Raleigh, N. C.	113.5
Las Vegas, Nev.	110.5
Bethlehem, Pa.	108.7
Brockton, Mass.	108.4
Reading, Pa.	108.1
Portland, Me.	107.9

Cities 250,000-499,999

Norfolk, Va.	112.4
Phoenix, Ariz.	111.2
Honolulu, Hawaii	111.2
Denver, Colo.	106.9
Minneapolis, Minn.	
Jersey City-	
Hoboken, N. J.	104.5

Cities Under 50,000

Cheyenne, Wyo.	116.0
Butte, Mont.	113.9
Modesto, Cal.	110.8
Ventura, Cal.	109.8
Port Huron, Mich.	109.1
Bloomington, III.	108.2

Cities 100,000-249,999

	_	-	-	
Lincoln, Neb.				111.8
Topeka, Kans.				111.5
Santa Ana, Cal.				110.5
Gary, Ind.				110.4
San Jose, Cal.				106.9
Evansville, Ind.				106.3

Canada

Winnipeg, Man.	103.8
Halifax, N.S.	104.2
Quebec, Que.	103.2
Montreal, Que.	103.0
Regina, Sask.	
London, Ont.	

Business Activity Forecast for

The Marketing Value of Business Activity Forecasts

★ Business activity levels are projected two months ahead for 306 U.S. and Canadian cities as a guide to the marketer on where his sales efforts might pay the biggest dividends. Cities marked with a ★ are Preferred Cities of the month. They have a level of activity compared with the same month in 1960 which equals or exceeds the national change in business activity.

The business activity forecasts are measured primarily by the ebb and flow of bank debits, seasonally adjusted, and reflect sales, purchases, employment, wage levels in all segments of business—retail, wholesale, industrial, service, con-

struction, farming, etc.

The first column of the accompanying tables indicates the number of months out of the past 24 in which a city has had a star to indicate a better than average performance. When a full 24-month period of back data are not available, the city's record is indicated as follows: 8/11 would mean that a city has had 8 starred months out of the past 11. The 11 indicates the total number of months for which data are available.

The second column indicates the index

of change for this month of 1961 versus the corresponding month of 1960.

The third column (the city-national index) relates the annual change in the index of the city's business activity to that of the U.S. Thus, a city-national index of 106.0 indicates that the city is enjoying a gain in business activity 6% greater than the U.S. average.

The fourth column is an estimate of expected retail sales for the second month ahead. While the dollar volume applies only to retail store sales it is also useful as an approximation of the relative importance of one city as compared with another on all of the elements that make up its economic pattern.

Suggested Uses

- ★ Special advertising and promotion drives in spot cities.
- ★ Picking cities for test campaigns.
 ★ Revising sales quotas for branches, districts and salesmen.
- ★ Checking actual performances against potentials.
- ★ Basis for letters for stimulating salesmen.

TO NO DESCRIPTION OF THE PARTY OF THE PARTY

★ Forestalling salesmen's alibis.

BUSINESS	No. +	City	City	Retail
ACTIVITY	Months out of		Index 1961	Sales
FORECAST	Past 24	V3. 1960	1960	(Million) May

UNITED STATES

98.0 100.0 18548.00

NEW ENGLAND

Cities Over 500,000

★ Boston, Mass. ____ 14 99.7 101.7 120.88

Cities 100,000-249,999

	Bridgeport, Conn	3	97.6	99.6	22.48
*	Hartford, Conn	6	102.9	105.0	30.36
	New Haven, Conn	8	96.9	98.9	21.72
	Waterbury, Conn	19	97.4	99.4	14.29
	New Bedford, Mass	11	96.0	98.0	11.00
	Springfield, Mass	8	96.6	98.6	22.32
*	Worcester, Mass	8	100.2	102.2	23.74
	Providence, R. I	4	96.6	98.6	29.81

Cities 50,000-99,999

Meriden-

Wallingford, Conn. 20 97.7 99.7 8.28

GROWING

Sales Importance

for

MERIDEN, CONN.

Meriden is now a Standard Metropolitan Area* with a population of over 51,000, according to 1960 U.S. Census figures. Reach and sell this big-buying (EBI of \$127 million) and growing market with one buy only . . . the Record and Journal, delivering 97% market coverage. Send for full market data now.

*U.S. Bureau of the Budget

The Meriden RECORD and JOURNAL

MERIDEN, CONNECTICUT

108

National Representatives: Johnson, Kent, Gavin & Sinding, Inc.

New London-Groton-Norwich BURGEONING Metro Area!

New London-Groton-Norwich is 2nd-fastest growing Metro Area in New England. (US Census 1960) And New London gives you the highest Retail Sales per household of any Connecticut city of 25,000 or over.* Get the "cream" of this rich Metro market with The Day. Total circulation now 28,610.



NEW LONDON, CONNECTICUT
National Representatives:
JOHNSON, KENT, GAYIN
& SINDING, INC.

75,283

ABC 9/30/60

MAINE'S Largest Daily Newspaper

- ... REACHES
 MORE FAMILIES
- ... SELLS A BIGGER MARKET

Advertising in the BANGOR DAILY NEWS reaches 1/3 of Maine's families, income, retail sales. Our ABC Trading Area showed the state's greatest population gains. Retail Sales Tax receipts show Greater - Bangor - Market best place to build sales.

Reach more families—sell the BIG Maine Market through—

Bangor Daily News

Represented by Johnson, Kent, Gavin & Sinding, Inc.

May 1961

BUSINESS	No. *	City	City Nat'i	Retail	BUSINESS	No. +	City	City Nat'l	Retail
ACTIVITY N		Index 1961	Index 1961	Sales	ACTIVITY M		Index 1961	Index 1961	Sales
FORECAST	Past 24	Vs. 1960	Vs. 1960	(Million) May	FORECAST	Past 24	Vs. 1960	Vs. 1960	(Million) May
* Stamford, Conn	. 24	101.7	103.8	14.46	Newport, R. I.	. 17	97.6	99.6	3.29
Lewiston-Auburn, Me.	4	97.4	99.4	7.80	Woonsocket, R. I	. 20	94.6	96.5	5.39
* Portland, Me	. 17	105.7	107.9	14.09	Burlington, Vt	. 15	95.8	97.8	5.53
* Brockton, Mass	. 17	106.2	108.4	9.89	Rutland, Vt.	. 0	96.6	98.6	3.15
Fall River, Mass	. 0	97.2	99.2	10.07					
Holyoke, Mass	_ 4	92.0	93.9	6.60					
* Lawrence, Mass	_ 12	103.1	105.2	9.95	MIDDLE ATLA	INA	IC		
Lowell, Mass	_ 14	95.3	97.2	10.04	C''. O				
Lynn, Mass	_ 10	94.7	96.6	10.02	Cities Over 50				
Pittsfield, Mass	_ 18	95.3	97.2	7.59	Buffalo, N. Y	- 0	93.5	95.4	63.15
Manchester, N. H	_ 16	97.7	99.7	12.11	★ Hempstead				
Pawtucket- Central					Township, N. Y		115.1	117.4	139.85
Falls, R. I	_ 0	97.2	99.2	9.67	* New York City, N. Y		101.9	104.0	913.89
					Philadelphia, Pa	_ 14	95.4	97.3	225.06
					Pittsburgh, Pa	_ 16	97.2	99.2	83.47
Cities Under 5			***						
* Middletown, Conn			106.8						
* New London, Conn.		98.9	100.9		Cities 250,000-	499	,999		
Norwich, Conn	_ 1	95.2	-		★ Jersey City-				
Bangor, Me	8	97.8	99.8	6.30	Hoboken, N. J			104.5	28.24
Salem, Mass	_ 20	94.6	96.5	6.98	* Newark, N. J	19	101.5	103.6	61.45
★ Nashua, N. H	_ 23	99.5	101.5	5.18	* Rochester, N. Y	_ 12	101.5	103.6	51.54

THIS Is Eastern Connecticut

Furniture-Appliance Sales 30% Above Average

Eastern Connecticut families spend a total of \$12,245,000 for furniture and appliances. That's \$2,791,000 more than they would spend if they were just average buvers!

Your stake in this big Eastern Connecticut market demands a primary approach. Fringe-selling can't do the job. The Bulletin—only daily inside this marsolid impact on local pocket-books necessary to sell Eastern Connecticut.

Norwich Bulletin

DAILY and SUNDAY NORWICH, CONN.

Week Days 27,877*

Represented by The Julius Mathews Special Agency, Inc. *Average paid 12 months ending 12/31/60

Sundays

23,751*



BUILD SALES

. . in Rhode Island, with the bonus market of Woonsocket. It's a big-buying market . . . with an EBI of \$6158 per household.* And you'll hammer home your point in The Call, the one buy for 98% ABC City Zone coverage.

* SM '60 Survey

COVERS RHODE ISLAND'S PLUS MARKET

Representatives: Johnson, Kent, Gavin and Sinding, Inc. Affiliated: WWON, WWON-FA





FIRST

for testing among cities in U.S. in 75,000 to 150,000 population group

SIXTH

for testing among all U.S. cities regardless of size



SECOND

for testing among all New England cities regardless of population

Source: Sales Management

that's Portland MAIN

Herbert Tareyton Kings are another of the long list of products to choose Portland, Maine for a test. The stable economy, year after year, continues to establish the ideal conditions which make this the market that is best for your



109

to reach the testingest market



Represented by The Julius Mathews Special Agency, Inc.

Business Activity FORECAST

No. w City Nat'l Retail Months Index Index Sales

19,33

16.24

BUSINESS

ACTIVITY

FORECAST	Past 24	Va. 1960	va. 1960	(Million) May	
Cities 100,000	-249	,999			
& Camden, N. J	16	100.6	102.7	16.34	
Elizabeth, N. J	19	95.5	97.4	13.97	
Passaic-Clifton, N.	J. 6	93.8	95.7	17.56	
Paterson, N. J	6	93.8	95.7	16.93	
Trenton, N. J	2	95.4	97.3	16.77	
Albany, N. Y	13	103.3	105.4	21.55	
Niagara Falls, N. Y.	_ 2	91.6	93.5	11,56	
Syracuse, N. Y	2	97.4	99.4	31.98	

Allentown, Pa. ____ 9 96.5 98.5

Erie, Pa. _____ 13 92.6 94.5

Scranton, Pa. ____ 0 95.5 97.4

Cities 50,000-99,999

* Atlantic City,	N. J	9	98.2	100.2	11.73
# Binghamton, N	. Y	5	99.6	101.6	12.10
Rome, N. Y.		10	95.0	96,9	5.41
Schenectady, I	I. Y	0	96.4	98.4	12.40
Troy, N. Y		0	91.9	93.8	8.14
Utica, N. Y		2	94.3	96.2	12.87
Altoona, Pa	****	3	92.7	94.6	6.67
* Bethlehem, Pa.		3	106.5	108.7	8.58
+ Chester, Pa		12	101.7	103.8	8.12
Harrisburg, Pa.		1	96.3	98.3	16.18
★ Johnstown, Pa		9	103.9	106.0	12.30

wise up

If you give a "hoot"

. . . "Test-Town," Pa.

Wise advertisers with new products, new labels, new packaging, new ad campaigns, new anything . . . look to Altoona, Pa, for an ideal testing place. Distribution patterns are typical, retailers are cooperative, and buying trends follow traditional lines.

One dominant medium, The Altoona Mirror, serves as the basic source of buying information, too, with little if any penetration by outside media. The Mirror goes into three out of four Blair County homes, reaches 98% of Altoona families.

TEST BEST IN PENNSYLVANIA WITH THE

Altoona Mirror

Altoona Pennsylvania's Only Daily Newspaper Richard E. Beeler, Adv. Mgr.

DUSINESS	No. *	City	Nat'l	Retail .	
ACTIVITY M	onths ut of	Index 1961	Index 1961	Safes	
FORECAST	Past 24	Vs. 1960	1960	(Million) May	
Lancaster, Pa.	. 7	91.0	92.9	9.16	
* Reading, Pa	. 10	105.9	108.1	16.65	
* Wilkes-Barre, Pa	_ 3	100.9	103.0	10.28	
York Pa.	. 10	92.2	94.1	9.83	

RUSINESS

Cities Under 50,00	00		
Elmira, N. Y 3	96.5	98.5	8.08
Jamestown, N. Y 0	95.4	97.3	5.54
* Poughkeepsie, N. Y 24	102.3	104.4	9.10
Hazleton, Pa 9	91.6	93.5	3.97
* Norristown, Pa 24	102.0	104.1	5.63
★ Oil City, Pa 8	101.0	103.1	2.47
Sharon, Pa 9	96.7	98.7	4.21
Williamsport, Pa 0	97.3	99.3	6.86

EAST NORTH CENTRAL

Cities Over 500,000

★ Chicago, III.	16	103.7	105.8	514.69
Detroit, Mich.	18	95.9	97.9	189.67
Cincinnati, Ohio	5	94.7	96.6	76.98
Cleveland, Ohio	14	94.3	96.2	126.39
Milwaukee, Wis.	17	98.5	100.5	100.19

Cities 250,000-499,999

* Indianapolis, Ind	8	98.9	100.9	77.87
Akron, Ohio	9	93.3	95.2	35.42
★ Columbus, Ohio	2	99.9	101.9	67.81
Dayton, Ohio	16	96.5	98.5	45.67
* Toledo, Ohio	20	100.5	102.5	44.49

Cities 100,000-249,999

Moline-Rock Island-			
East Moline, III 6	95.8	97.8	13.38
Peoria, III	92.7	94.6	17.03
Rockford, III 12	95.6	97.5	19.38
* Evansville, Ind 5	104.2	106.3	17.89
Fort Wayne, Ind 16	96.2	98.2	23.85
★ Gary, Ind 23	108.2	110.4	23.49
★ Hammond-East			
Chicago, Ind 15	99.8	101.8	20.99
South Bend, Ind 6	94.3	96.2	17.14
★ Flint, Mich 17	101.0	103.1	31.71
Grand Rapids, Mich 13	97.2	99.2	30.28
* Lansing. Mich 14	98.8	100.8	21.87
Royal Oak-			
Ferndale, Mich 10	92.7	94.6	16.82
Canton, Ohio 15	93.9	95.8	17.68
Youngstown, Ohio 4	94,4	96.3	25.85
Green Bay-			

Cities 50,000-99,999

Appleton-Neenah-

★ Champaign-Urbana, III.	5	99.2	101.2	9.56
Decatur, III.	0	95.8	97.8	12.10
East St. Louis, III	0	96.8	98.8	10.05
Springfield, III.	4	95.4	97.3	15.41
* Muncie, Ind.	21	100.2	102.2	9.59
Terre Haute, Ind	8	95.5	97.4	11.05
* Bay City, Mich.	8	98.8	100.8	8.48
Jackson, Mich	15	92.3	94.6	9.47

Menasha, Wis. ___ 0 96.1 98.1 ★ Madison, Wis. ___ 14 99.6 101.6

18.20

BUSINESS	No. ★	City	City Nat'i	Retail
ACTIVITY	Months out of	1961	Index 1961	Sales
FORECAST	Past 24	1960	1960	(Million) May
Kalamazoo, Mich	7	97.1	99.1	15.15
* Pontiac, Mich	18	102.8	104.9	14.56
* Saginaw, Mich	16	99.9	101.9	15.61
Hamilton, Ohio	11	91.9	93.8	9.01
★ Lima, Ohio	4	98.4	100.4	9.02
★ Lorain, Ohio	24	104.5	106.6	8.62
* Springfield, Ohio	12	98.3	100.3	10.52
Warren, Ohio	17	96.5	98.5	8.10
* Beloit-Janesville, W	is. 16	102.1	104.2	9.47
Kenosha, Wis	18	95.6	97.6	8.31
* Racine, Wis.	18	100.3	102.3	11.55

Cities Under 50,000 ★ Bloomington, III. ___ 8 106.0 108.2

* Danville, III 3	3	99.1	101.1	6.86
* Lafayette, Ind 20)	102.9	105.0	7.95
Battle Creek, Mich ()	94.1	96.0	9.10
★ Muskegon, Mich 18	3	100.8	102.9	8.56
* Port Huron, Mich 5	9	106.9	109.1	7.10
Elyria, Ohio 15	5	95.6	97.6	5.87
Mansfield, Ohio 14	1	92.2	94.1	9.06
Middletown, Ohio 10)	91.5	93.4	6.08
Portsmouth, Ohio 5	9	94.4	96.3	6.19
Steubenville, Ohio 16	0	92.5	94.4	6.8
Zanesville, Ohio 7	7	89.3	91.1	5.49
La Crosse, Wis	5	97.5	99.5	6.9
Oshkosh, Wis 10	0	92.4	94.3	5.83
Sheboygan, Wis 15	5	95.8	97.8	4.4
* Superior, Wis	5	104.4	106.5	3.71
	★ Lafayette, Ind	La Crosse, Wis 6 Oshkosh, Wis 10 Sheboygan, Wis 15	★ Lafayette, Ind	★ Lafayette, Ind

6.43

OHIO'S NO. 1 GROWTH MARKET

\$7,052

Family Income

5th Highest

of Ohio's 20 Metro, Markets

Income in Ohio's No. 1 growth market is moving rapidly toward the half-billion dollar mark—now \$432,722,000. The area is the 9th largest in the state, 5th in purchasing ability per household.

The income is distributed for spending—more than 75% of the families earn \$4,000 or more. And it is being spent—retail sales, currently \$230,782,000—are climbing to new records.

Are you profiting by this sturdy growth? Are you in the Chronicle-Telegram?

Chronicle-Telegram

"THE FAMILY NEWSPAPER"

ELYRIA, OHIO

Circulation 25,540 ABC 3/31/60

Double the Number of City Families

Represented by

The Julius Mathews Special Agency, Inc.

- marines - Angelijanjan mengelijanan			
	-		
-SM-Bu	sines	s Ac	tivity
SAL F	OR	ECA	ST
BUSINESS No. *	City	City Nat'i	Retail
ACTIVITY Months out of		Index 1961	Sales
FORECAST Past 24	Vs. 1960	Vs. 1960	(Million) May
WEST NORTH C	ENTE	RAL	
Cities Over 500,00	0		
★ St. Louis, Mo 12		102.2	104.12
Cities 250,000-499	.999		
★ Minneapolis, Minn 11		106.2	88.40
★ St. Paul, Minn 12	99.6	101.6	45.42
★ Kansas City, Mo 5	100.5	102.6	82.12
★ Omaha, Neb 6	100.0	102.0	39.20
Cities 100.000-249	.999		
★ Des Moines, Iowa 2	98.9	100.9	32.55
Kansas City, Kan 0	97.1	99.1	14.18
★ Topeka, Kan 17	109.3	111.5	17.67
Wichita, Kan 0	93.6	95.5	31.40
* Duluth, Minn 4	102.2	104.3	12.96
★ Lincoln, Neb 13	109.6	111.8	18.54
Cities 50.000-99.99	99		
* Cedar Rapids, Iowa _ 10	103.0	105.1	15.22
Davenport, Iowa 1	94.6	96.5	11.68
★ Dubuque, Iowa 7	98.4	100.4	6.82
Sioux City, Iowa 5	97.4	99.4	12.04
* Waterloo, Iowa 1	99.7	101.7	10.66
St. Joseph, Mo 2	94.0	95.9	9.36
Springfield, Mo 11	94.5	96.4	13.55
Sioux Falls, S. D 9	92.6	94.5	9.66

01000 1 01101 01 01 01				2100
Cities Under 50,	00	0		
* Hutchinson, Kan	7	104.1	106.2	6.28
Joplin, Mo	0	95.2	97.1	6.09
★ Fargo, N. D	5	99.8	101.8	8.34
Aberdeen, S. D.	8	93.7	95.6	3.99
Rapid City, S. D	15	97.7	99.7	7.58

SOUTH ATLANTIC Cities Over 500,000

wasinington, b. c as	24.2	20.0	441.44
* Atlanta, Ga 23	98.9	100.9	84.92
Baltimore, Md 0	96.2	98.2	115.27
Cities 250,000-499	,999		
Miami, Fla 13	96.1	98.1	64.40
Tampa, Fla 11	95.9	97.9	40.54
★ Norfolk, Va 9	110.2	112.4	34.84
Cities 100,000-249	,999		
* Jacksonville, Fla 15	98.4	100.4	40.86
CA Delevelous Els 11	01.1	02.0	25 21

Washington, D. C. ... 13 94.9 96.8 117.12

Cifies 100,000-249	,777		
* Jacksonville, Fla 15	98.4	100.4	40.86
St. Petersburg, Fla 11	91.1	93.0	25.31
★ Columbus, Ga 1	98.1	100.1	13.98
Savannah, Ga 8	91.7	93.6	14.07
★ Charlotte, N. C 12	98.7	100.7	29.77
Greensboro, N. C 17	96.2	98.2	20.78
* Winston-Salem, N. C. 23	99.5	101.5	16.79
Newport News, Va 10	95.0	96.9	11.56
* Portsmouth, Va 14	100.4	102.5	10.3
★ Richmond, Va 14	98.4	100.4	41.59
Charleston-South			
Charleston, W. Va. 6	94.9	96.8	16.83

BUSINESS ACTIVITY FORECAST	No. * Months out of Past 24	City Index 1961 Vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales 3 (Million) May
Chi- FO OOO	00.00			
Cities 50,000-				
* Wilmington, Del.		104.1	106.2	22.54
Fort Lauderdale,	Fla. 16	92.0	93.9	21.48
Orlando, Fla	17	92.1	94.0	23.18
Pensacola, Fla	0	94.1	96.0	11.51
Albany, Ga	4	97.0	99.0	6.28
Augusta, Ga	9	93.8	95.7	11.95
Macon, Ga	6	94.7	96.6	11.22
* Asheville, N. C	11	100.8	102.9	12.51
* Durham, N. C	3	100.3	102.3	10.53
High Point, N. C.	18	97.1	99.1	6.29
* Raleigh. N. C	12	111.2	113.5	15.45
* Charleston, S. C.	21	98.3	100.3	10.88
* Columbia, S. C	12	105.2	107.4	16.80
Greenville, S. C.	16	94.2	96.1	12.44
★ Lynchburg, Va	23	100.4	102.4	7.67
* Roanoke, Va	8	99.4	101.4	13.71
+ Huntington, W. V	a 9	98.7	100.7	12.65

Cities Under 50,000	0		
Cumberland, Md 4	97.8	99.8	5.56
Hagerstown, Md O	94.2	96.1	5.85
Salisbury, N. C 12	97.1	99.1	3.70
Wilmington, N. C '6	89.3	91.2	5.70
* Spartanburg, S. C 20	98.6	100.6	7.66
★ Charlottesville, Va8/13	99.4	101.4	6.23
★ Danville, Va 1	99.2	101.2	5.9

EAST

99.2	101.2	61.46
	99.2	99.2 101.2

* Birmingham, Ala	9	102.2	104.3	49.75
Louisville, Ky.	0	95.6	97.6	49.03
Cities 100,000-2	40	000		

\star	Mobile, Ala	14	98.0	100.0	22.89
	Montgomery, Ala	6	95.9	97.9	16.05
×	Jackson, Miss	15	102.5	104.6	21.70
	Chattanooga, Tenn	11	93.3	95.2	22.40
*	Knoxville, Tenn	7	100.0	102.0	21.98
*	Nashville, Tenn	8	98.4	100.4	31.22

Cities	50,000-99,999

Cities Illudes E0 000

	Florence-Snemeld-				
	Tuscumbia, Ala	6	95.0	96.9	7.49
*	Gadsden, Ala	10	98.1	100.1	6.87
	Lexington, Ky.	15	96.0	98.0	13.18
	Meridian, Miss	9	96.4	98.4	5.33

Cities U	naer ou	,00	0		
★ Paducah,	Ку	16	100.2	102.2	5.55

WEST SOUTH CENTRAL

Cities Over 500	,00	0		
New Orleans, La			99.4	70.55
* Dallas, Texas	21	101.9	104.0	112.50
Houston, Texas	0	96.6	98.6	112.89
San Antonio, Texas	9	95.0	96.9	55.63

	BUSINESS		014	City	D-4-11
	ACTIVITY MO	nths	City Index 1961	Nat'i Index 1961	Retail Sales
)	Р	ast 24	Vs. 1960	vs. 1960	(Million) May
	Cities 250,000-5	00	,000		
4	Oklahoma City, Okla.	4	97.5	99.5	43.59
18	★ Tulsa, Okla	2	100.1	102.1	35.75
8	El Paso, Texas	8	91.9	93.8	27.01
1	Fort Worth, Texas	5	95.3	97.2	49.75
28					
95	Cities 100,000-2	49	.999		
22	Little Rock- North				
51	Little Rock, Ark	6	95.4	97.3	22.14
53	Baton Rouge, La	11	93.3	95.2	21.11
29	* Shreveport- Bossier				
45	City, La	13	99.3	101.3	24.36
38	Amarillo, Texas	12	93.6	95.5	17.94
80	Austin, Texas	17	94.3	96.2	19.03
44	Beaumont, Texas	0	95.3	97.2	13.59
67	Corpus Christi, Texas	0	95.8	97.8	18.70
71	Lubbock, Texas	18	94.1	96.0	18.91
65	Wichita Falls, Texas _	16	92.1	94.0	11.02
58					
	Cities 50,000-99	,99	99		
	* Ft. Smith, Ark.	3	99.5	101.5	7.81
56	Lake Charles, La	0	90.7	92.5	8.09
85	Monroe-West				
70	Monroe, La	10	95.6	97.6	9.17

T SOUTH CE	NTR	AL	_				
				San Angelo, Texas 0	95.3	97.2	6.44
ille, Va 1	99.2	101.2	5.98	Port Arthur, Texas 0	95.1	97.0	7.50
lottesville, Va8/13	99.4	101.4	6.21	Laredo, Texas 6	93.9	95.8	4.68
tanburg, S. C 20	98.6	100.6	7.66	Galveston, Texas 0	91.7	93.6	6.37
ington, N. C '6	89.3	91.2	5.70	Abilene, Texas 11	97.0	99.0	10.53



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MORE Sales
MORE Profits

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Department Stores
Diners
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Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

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Cities 50,000-99,999

Bakersfield, Cal. ____ 10 96.6 98.6

18.39

Business Activity ACTIVITY FORECAST Texas & Ark. 2 96.5 98.5 7.27 Tyler, Texas ____ 0 94.5 96.4 6.85 Waco, Texas _____ 11 92.6 94.5 11.96 Cities Under 50,000 ★ Bartlesville, Okla. ___ 12 105.1 107.2 4.08 Muskogee, Okla. ____ 2 96.6 98.6 MOUNTAIN Cities 250,000-499,999 ★ Phoenix, Ariz. 24 109.0 111.2 57.59 ★ Denver, Colo. _____ 17 104.8 106.9 Cities 100,000-249,999 Tucson, Ariz. ____ 19 95.6 97.6 25 16 Albuquerque, N. M. _ 12 93.0 94.9 Salt Lake City, Utah 15 96.8 98.8 33,38 Cities 50.000-99.999 Colorado Springs, Colo. ___ 8 92.6 94.5 11.10 Pueblo, Colo. ____ 0 96.8 98.8 Billings, Mont. ____ 4 92.8 94.7 8.73 ★ Great Falls, Mont. __ 11 105.1 107.2 ★ Las Vegas, Nev. 22 108.3 110.5 15.20 ★ Reno, Nev. _____ 24 104.1 106.2 ★ Ogden, Utah _____ 2 100.3 102.4 9.33 Cities Under 50.000 Boise, Ida. 7 97.7 99.7 ★ Butte, Mont. ____ 4 111.6 113.9 6.07 ★ Missoula, Mont. 16 105.4 107.5 ★ Casper, Wyo. ____ 1 99.9 101.9 5.64 ★ Cheyenne, Wyo. ___ 24 113.7 116.0 **PACIFIC** Cities Over 500,000 ★ Los Angeles, Cal. ___ 10 103.9 106.0 382.14 ★ San Diego, Cal. ____ 22 98.4 100.4 68.67 ★ San Francisco, Cal. _ 14 103.8 105.9 118.03 Seattle, Wash. 15 93.0 94.9 Cities 250,000-499,999 Long Beach, Cal. ... 0 91.9 93.8 42.63 Oakland, Cal. ____ 9 91.3 93.2 51.01 ★ Honolulu, Hawaii 24 109.0 111.2 41.47 Portland, Ore. ____ 20 92.9 94.8 62.81 Cities 100.000-249.999 ★ Berkeley, Cal. _____ 10 102.9 105.0 14.22 ★ Fresno, Cal. _____ 12 98.6 100.6 Pasadena, Cal. ____ 12 96.3 98.3 25.52 Sacramento, Cal. ___ 20 97.2 99.2 ★ San Jose, Cal. ____ 24 104 8 106.9 37.66 ★ Santa Ana, Cal. ____ 20 108.3 110.5 22.25 Spokane, Wash. 0 96.9 98.9 26.67 Tacoma, Wash. 6 92.1 94.0

BUSINESS			City Nat'l	
ACTIVITY M	No. *	City	Index	Retall Sales
	Past	1961 Vs.	1961 Vs. ((Million)
FORECAST	24	1960	1960	May
Riverside, Cal	16	95.0	96.9	14.25
* San Bernardino, Cal	. 3	101.5	103.5	18.63
* Santa Barbara, Cal	16	102.1	104.2	11.77
* Stockton, Cal	. 15	101.0	103.1	19.05
Eugene, Ore	. 17	95.8	97.8	10.01
Cities Under 5	0,00	0		
★ Modesto, Cal	4/4	108.6	110.8	12.31
Santa Rosa, Cal	16	97.5	99.5	7.60
★ Ventura, Cal	_ 23	107.6	109.8	7.46
Salem, Ore.	- 6	96.5	98.5	10.27
Bellingham, Wash		97.7	99.7	5.57
Everett, Wash	_ 12	97.1	99.1	7.06
Yakima, Wash		90.7	92.5	8.20
CANADA		97.0	100.0	1379.30
Alberta				
	_ 9	91.4	94.2	19.56
	_ 10	91.6	94.4	21.49
Editorion Leaders	_ 20	24.0	34.4	64.43
British Columbi				20.00
Vancouver			95.3	48.12
Victoria	8	90.1	92.9	10.11
Manitoba				
* Winnipeg	_ 17	100.7	103.8	30.92
New Brunswick				
Saint John	12	89.7	92.5	7.14
Nova Scotia				
★ Halifax	18	101.1	104.2	12.58
Ontario				
Hamilton	_ 14	91.4	94.2	22.84
★ London		97.0		15.22
	. 11	94.7	97.6	24.27
	18			131.80
	12			9.08
Ouches				
Quebec		00.0	302.0	3 20 20
				132.88
* Quebec	16	100.1	103.2	18.11
Saskatchewan				
* Regina		99.7	102.8	12.67

NEXT
Business
Activity
Forecast
MAY 5

Sales Management

You and those on your management team are successful or not, depending on the way you handle people, planning, problems, work, authority. It is in these areas that the most costly managerial mistakes are made . . . often quietly, unwittingly . . . in practically every organization.

What are the symptoms of internal malignancy? Corrections?

This booklet, "The 10 Biggest Mistakes Executives Make," may be unsettling to you (and your associates) if you are blissfully unaware of today's subtle measures of executive performance.

"The 10 Biggest Mistakes" appeared earlier this year as a series of articles in Sales Management magazine. So unprecedented was the write-in avalanche for extra copies that Sales Management has packaged the series between two covers. Many executives who read the original installments have ordered multiple copies for distribution to branch and division managers. Examples: New York Air Brake, 10; Paper Mate, 12; The Flintkote Co., 12; Maxwell House, 50—etc.

Original articles authored by Management Critic Don Scott, of Scott Associates, whose organization has trained management executives in over 300 companies in 90 industries.

"The 10 Biggest Mistakes" may not always help you reach the perfect solution. But odds on your being right will be dramatically improved.





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EXECUTIVE SHIFTS IN THE SALES WORLD

Arnold Bakers, Inc., Port Chester, N. Y. – Richard G. Dubraska promoted to senior vice president of the Sales Finance Division, where he will administer sales, product development and marketing.

Byron & Carr, Inc., Westport, Conn. - William B. Carr, vice president, will head the New York Office. Byron and Carr was formerly Mark Byron,

Crown Zellerbach Corp., San Francisco - Robert F. Gill named sales manager of the Multiwall Bag Sales Division.

Dow Chemical Co., Dobeckmun Div., Cleveland, Ohio - Joseph I. McCormick and John T. Hastings appointed product managers in the Industrial Division.

Dresser Industries, Inc., Dresser Manufacturing Div., Bradford, Pa. -

Edward B. Carey assumes position of Director of Marketing.

General Time Corp., Westclox Div., LaSalle, Ill.-Two appointments announced: E. E. Connell, marketing services manager; David E. Mc-Conaughy, market development mgr.

Helene Curtis Industries, Inc., Chicago-Irving Rubin named sales manager of the hair color division. C. J. Gutman appointed sales manager of the Kings Men Division.

Hoffmann-La Roche, Inc., Roche Laboratories Div., Nutley, N. J. -John H. Kelly named product sales manager.

Pennsalt Chemicals Corp., Philadelphia-Edwin M. Ott appointed manager of market planning.

The Procter and Gamble Co., Cincinnati - J. S. Janney named general sales manager.

Westinghouse Broadcasting Co., New York - Mike Roberts assigned to be director of program sales.



"Your top salesmanship has won you a trip for two to Paris. We leave on the fourteenth."

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Pacific Coast—John W. Pearce, Pacific Coast Manager, 3055 Wilshire Blvd., Suite 204, Los Angeles 5, Calif., DUnkirk 5-0235; Warwick S. Carpenter, Director of Marketing, Western Area, 731 E. Figueroa St., Santa Barbara, Calif., WOodland 2-3612.

Washington, D. C.—Ormond O. Black, Southern Manager, Mezzanine, The Willard Hotel, 14th St. & Pennsylvania Ave., N.W., Washington 4, D. C., District 7-6010.

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Young & Rubicam, Inc.

THE SCRATCH PAD



Centennial of the War Between the States got under way with a bang, as the first round did at Fort Sumter 100 years ago this month. This damnyankee drank a toast in an Old Fashioned glass, marked with colorful, crossed, Confederate battle flags, courtesy of Southern Comfort.

Britannia might not mind this twist: "Dacron rules the weaves."

How's That Again? Dept.: "Biannual, adj. 1. Occurring twice a year; semiannual. 2. Occurring once in two years; biennial."—Funk & Wagnalls.

Note left by wise-cracking fencing master: "Out to lunge."

"A high official said Cuba was under the equivalent of marital law."— The Philadelphia Inquirer. And Fidel a fugitive from marital ties?

By now, Ike knows that euphoric feeling that comes with the ringing of the final school-bell and the singing of "Bye, Bye, Blackboard." Fission is no longer something on a pad at Cape Canaveral, but something on a line in some trout stream. At ease, Mister!

Idle Thoughts Dept.: What does the tenant of an efficiency apartment do when she wins a super-duper electric kitchen on "The Price Is Right?"

To a Floridian, anything north of the Mason-Dixon Line may be classified as Snow Man's Land.

Judging by some TV commercials I watch, cigarettes have displaced champagne in the romantic routines. Boy meets girl in the great outdoors. He lights her cigarette. Then his own. They exhale slowly, languorously. They hold hands, but don't utter a word. They look like moonstruck honeymooners on a Hawaiian cruise. I've written millions of dollars' worth of tobacco advertising, but the new sales-pitch never entered my spiculate skull.

The Scots have a canny proverb: "Better bend than break."

Remember those striking, 4-color

pages urging Americans to tour Cuba? Seems too bad that one bearded, beat-nik pipsqueak could nix the whole beautiful campaign.

I grew up with some of the Young & Rubicam boys, but I can't buy ditching the Harry and Bert cartoons for what looks like a Tammany Hall picnic in the gay 'nineties. A beer as light and dry as Piel's needs no Coney Island atmosphere or beer-garden waltz in my book.

Don't ever sell America short, Will Rogers advised. Standing in the check-out line in our modern supermarkets, I am sometimes aghast at the numerals which show up on the cash register. Many a mechanic now spends for groceries more money than his old man made per week.

Campbell Soup could twist an old proverb: "One good tureen deserves another."

As optional equipment, the 1961 Olds has a so-called Safety Sentinel. Situated near the speedometer, it can be set for the top speed you wish to respect. Should you go over, a light shows and then a buzzer buzzes. Bill Street, who services my Olds, says there's an extra check. When you hit 80 miles an hour, the plastic figure of St. Christopher jumps out the window!

Can General Advertising Learn from Mail Order?

It is conceded that mail order copy is the most difficult of all writing assignments, and for a rather obvious reason:

There is no retailer as a backstop to fill customers in on unanswered questions.

Mail order copy, therefore, must try to anticipate those questions and answer them in advance.

The coming of the supermarket, and its reversal of shopping habits, set up a situation somewhat similar to mail order advertising:

Mute shelves cannot speak up when a woman stops her shopping-cart and say: "Yes, Mrs. Jones. This is the regular canned clam chowder, but you might wish to try the new type. It's on Aisle 4 in the frozen bins."

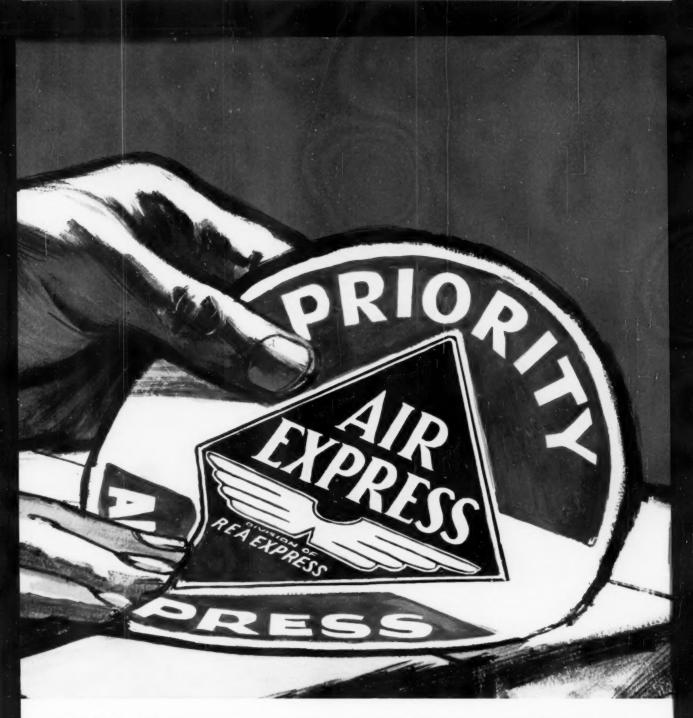
Mrs. Jones's mother could say in the old-fashioned grocery: "What's this new soap powder, Mr. Schultz? How is it different from the kind I've been using?"

The grocer could then relay what the manufacturer's salesman had told him, or as much of it as he could remember.

It seems to me, then, that advertising for goods now distributed in the big chain markets must be more specific. Shoppers can't always take the time to look up the manager of the store and pester him about items on his shelves.

Jell-O has been doing it nicely, I think, by letting you know that D-Zerta is the same as Jell-O, except that it's made with a non-caloric sweetener instead of sugar. I think I would go a step further and call one "Regular Jell-O" and the other "Dietetic Jell-O" and drop the name "D-Zerta" altogether.

T. H. T.



Only this label can assure you of AIR EXPRESS priority service

Let's clear up a frequent misunderstanding: AIR EXPRESS is not a general term for all air cargo. It's a specific air-ground shipping service: AIR EXPRESS Division of R E A Express. Many businessmen learn this the hard way. They assume that the famous AIR EXPRESS advantages of jet speed and doorto-door service apply to all air shipping companies. It just isn't so. There's only one way to be

sure your shipment is first on, first off, first there-via all 35 scheduled U.S. airlines. Or gets kid-glove handling throughout the U. S. and Canada. And that's to be sure AIR EXPRESS it gets this label. If it doesn't . . . it's not AIR EXPRESS.



CALL AIR EXPRESS DIVISION OF REA EXPRESS . GETS THERE FIRST VIA U. S. SCHEDULED AIRLINES



the nation's second-largest market. No other medium is so well equipped as to the size and

quality of its audience.

Household coverage of auto tire and tube buyers

SUNDAY TRIBUNE DAILY TRIBUNE 2nd Daily adds 22%

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The Tribune Gets Em in Chicago!

